AUGUST 1955 1s. 6d.

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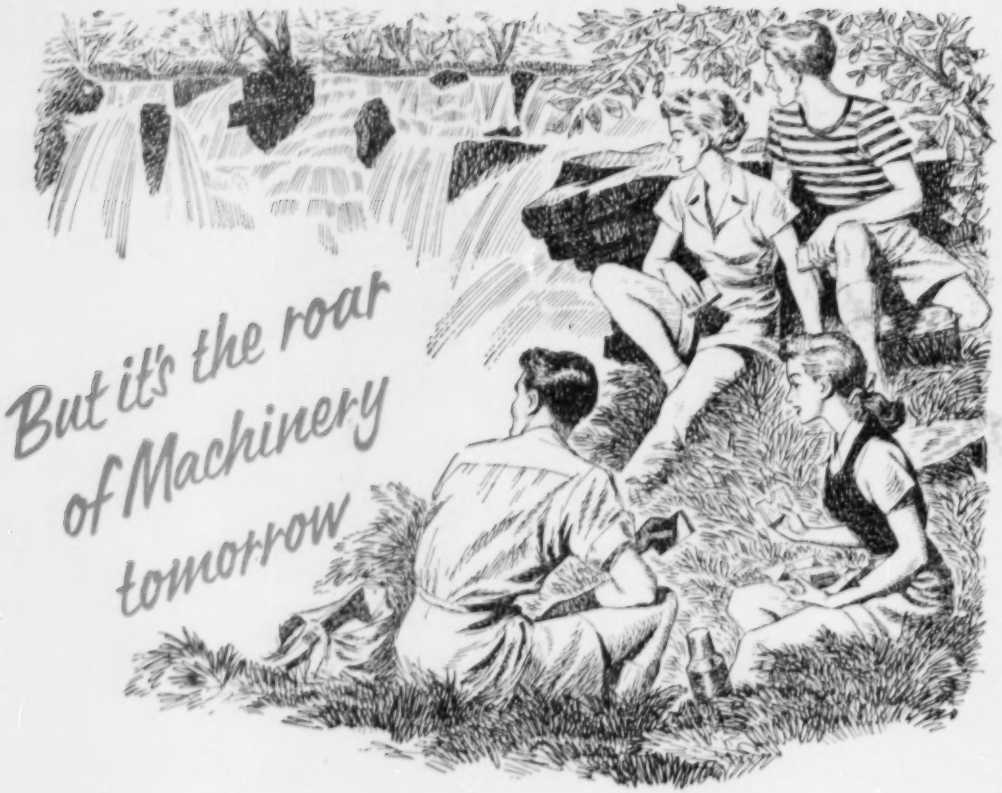
Special Report on Disabled Workers (see page 79)



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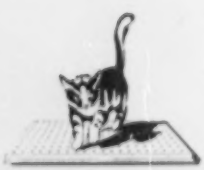

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AUGUST 1955

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WELFARE ★ SAFETY ★ HANDLING ★ EFFICIENCY AIDS
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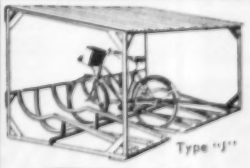
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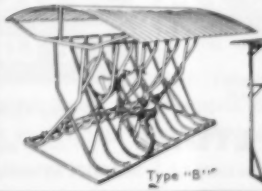
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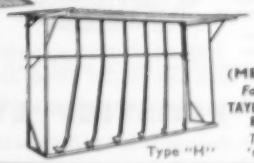
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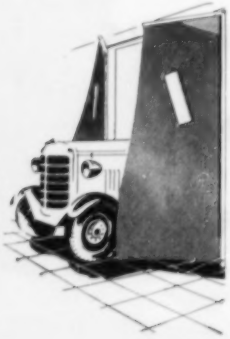

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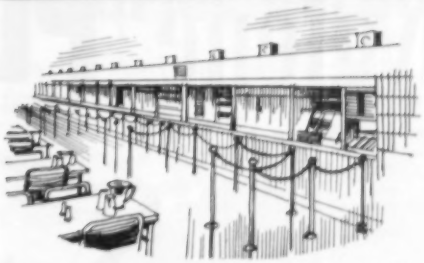

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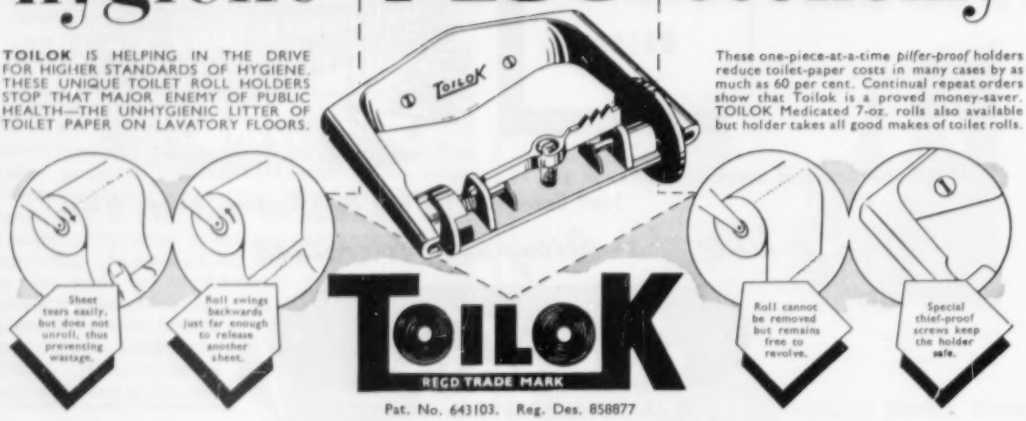
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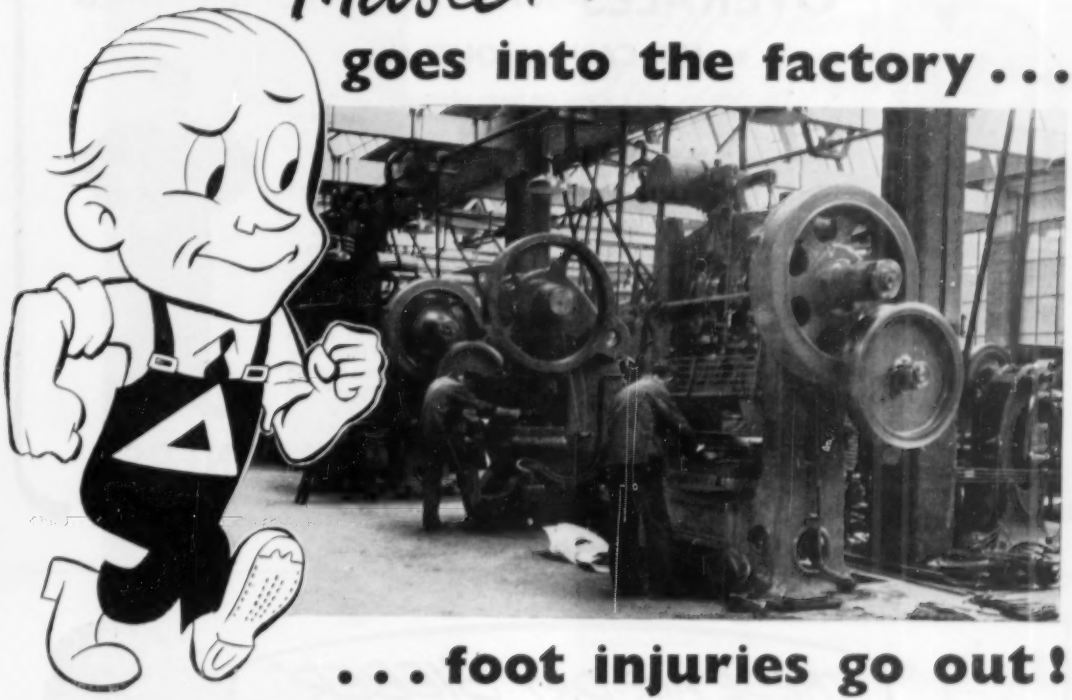

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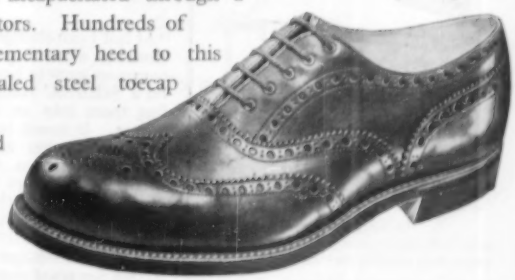

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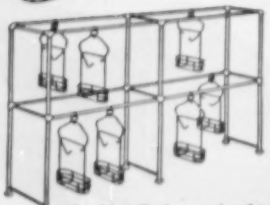

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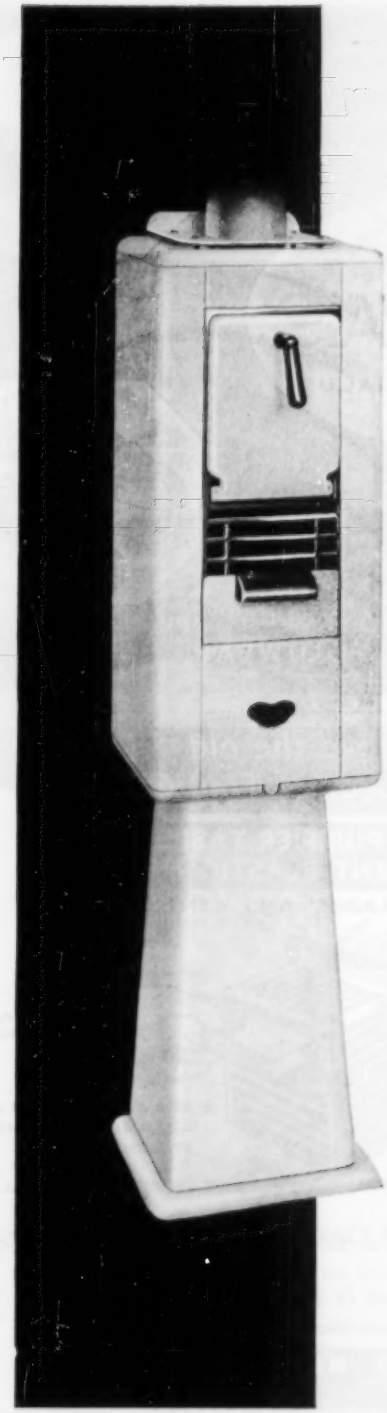

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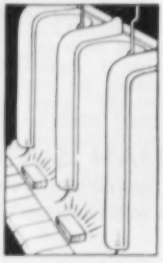

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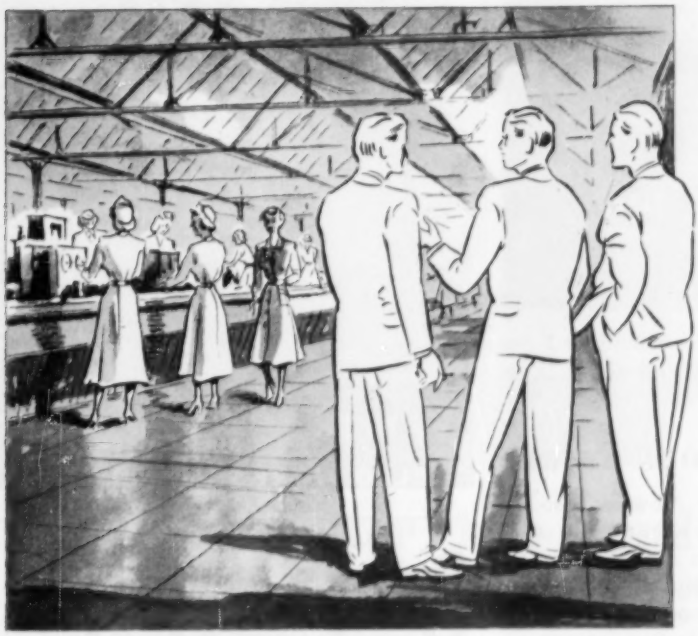

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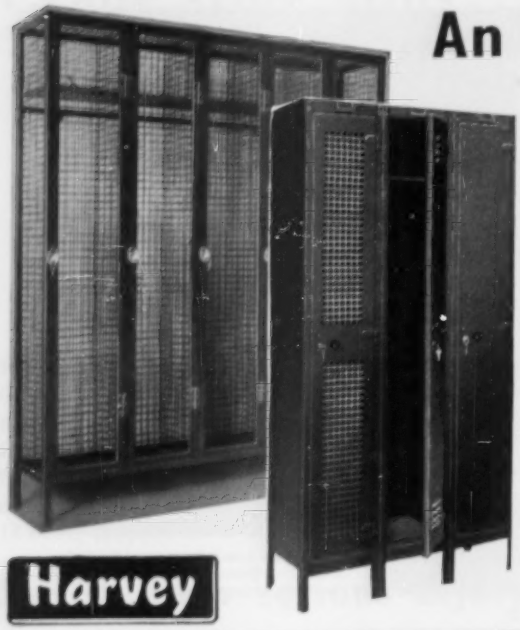

Harvey

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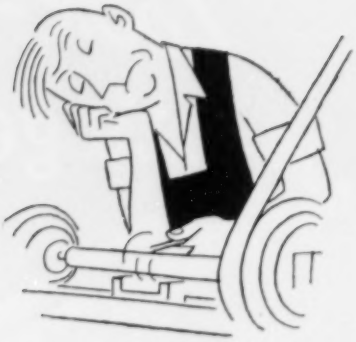

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How Remploy Tackles Its Personnel Problems

By D. MOLLOY,
Personnel Manager, Remploy Ltd.

Here is an account of the special human problems met with in the Remploy organisation and the measures taken to deal with them. In 90 factories up and down the country, the company provides work for no less than 6,000 severely disabled persons who are Remploy employees first and only secondly workers in a particular trade. Yet somehow the management have to find ways and means not only of paying a living wage in return for a relatively very low output but also of maintaining morale in face of the better money paid outside.

REMPLOY LIMITED is a Government-sponsored company which provides employment for disabled men and women who, because of the severity of their disablement, are unable to find employment in normal industrial conditions. The company (formerly known as the *Disabled Persons Employment Corporation Limited*) was established in 1945 in accordance with the provisions of the Disabled Persons Employment Act of 1944 ; it is a company limited by guarantee and has no share capital and is non-profit distributing. It works at a loss and is subsidised by a fixed Treasury grant.

The company now operates 90 factories in England, Scotland and Wales, and at present is employing in a variety of trades no less than 6,000 severely disabled persons, most of whom are men. These people suffer from war and industrial injuries and diseases and congenital disabilities. Many of them have not worked for many years before coming to *Remploy*, and some have never worked before in their lives. It also employs in their homes a small number of men and women who are so severely disabled that they cannot make the daily journey to a Remploy factory.

Remploy factories are productive units in which employees manufacture a wide variety of products which are sold in the open market through the company's own sales organisation. The products include furniture, joinery, cardboard boxes, knitwear, light engineering, leather and textile goods, orthopaedic appliances, surgical footwear, bookbinding and printing, etc. Homeworkers are engaged on special contract work such as electrical assembly, hand sewing, packaging and folding, umbrella assembly and covering and gold peak embroidery, etc. The company employs a percentage of fit workers in managerial, supervisory and administrative posts.

As an industrial concern *Remploy* is unique, for it is the largest organisation in the world established solely for the purpose of employing severely disabled persons in its own factories. Also unlike most disabled workshops, its goods are sold in competition with normal industry, through ordinary commercial channels and not direct to the public—there is no appeal to charity.

Naturally some of *Remploy's* personnel problems are basically the same as those which arise in any concern and with these we are not concerned for the purposes of this article. Other problems, however, which are peculiar to *Remploy* spring from four main factors as follows:—

(*a*) the bulk of the company's employees are severely disabled persons who are in need of work under special conditions and who, but for *Remploy*, would find it difficult, if not impossible, to obtain employment.

(*b*) unlike an ordinary industrial concern *Remploy's* main purpose is to employ disabled people rather than to make things (one is admittedly com-

This severely disabled worker is able to turn his hand to nearly any job. Here he operates a sanding machine. Disabled men are trained by Remploy supervisors and are paid a rate of wages agreed with the appropriate trade union.

Fitting steel helmet linings has long been a job which Remploy does very well and which is ideally suited to disabled labour.

plementary to the other, but it is important to note the difference).

(*c*) *Remploy* is State financed and because of the nature of the company must always be expected to operate at a loss.

(*d*) the complications which arise from having 90 small manufacturing units operating in a variety of trades and scattered throughout the country.

Inherent Problems

The following is an explanation of some of the problems which arise under the above headings.

Remploy's main purpose is to provide employment for the disabled and the emphasis is on the provision of continuous work rather than on the production of specified types of goods by specified classes of workers. In other words, although *Remploy* employees may—and many do—become skilled in the processes of the particular trade carried on in their factory, they do, owing to the exigencies of the commercial market, have to change at times from one type of work to another with consequent mental and physical adjustments. *A* Remploy *severely disabled worker is, therefore a* Remploy *employee first and only secondly a worker in a particular trade.* He has little or no mobility from an employment point of view.

The type of employment to which a disabled person is assigned when he first enters a *Remploy* factory depends upon (*a*) the trade of the factory and (*b*) the nature of his disability, which, as a general rule, dictates the work or operation upon which he will be employed.

Since a *Remploy* worker must follow the trade operating in the particular factory in which he is employed and since, because of their different disabilities, the aptitude and productive capacity of the workers (though not necessarily the effort they put into the work) varies widely, it was considered that to pay wages based on ordinary trade rates would be unfair and unreasonable and give rise to many anomalies. *Remploy* consequently negotiated a few years ago with a number of interested trade unions a separate wage agreement which provides for *Remploy* severely disabled employees to have the same basic rates irrespective of the trade in which they are employed. When justified by their skill and productivity, employees can receive increases above the basic rates up to the normal trade rate for the job. The agreement also provides for uniform conditions in respect of holidays, working hours, etc.

The basic rates provided for in the Wages Agreement for adult male employees are 2s. 7¼d. per hour rising to 2s. 9¾d. per hour within a period of two years. **The higher rate is approximately 75 per cent of the average normal trade rate applicable to the work carried on in** *Remploy* **factories, but the productivity of the average** *Remploy* **disabled worker is very much less than 75 per cent of the production of the average able-bodied worker.** The problem is to maintain adequate differentials between workers of varying efficiency, bearing in mind that one worker may make twice as much effort as his neighbour and yet, because of the nature of his disability, produce far less.

Another problem is how to maintain an adequate differential between the man who is, say, 60 per cent proficient and the man who is 30 per cent without overpaying the former. The answer to such problems may well be a modified system of incentives possibly on a group basis. The company has introduced with success a number of incentive schemes which appear to solve such problems but the general application of incentives to all *Remploy* factories involves a number of additional difficulties mostly of an economic nature.

Discipline and Morale

Dismissal of a severely disabled worker from a *Remploy* factory is a much more severe punishment than is the dismissal of an able-bodied worker in open industry. The disciplinary policy in regard to the company's employees is a realistic one tempered with the knowledge that dismissal invariably means no further employment.

One also has to take into account when dealing with disciplinary cases affecting badly disabled persons the effect circumstances or situations might have on a person's disability. For this reason, except in certain extreme or obvious cases when it is necessary to take summary action, it is normal for us to get a report from the factory doctor (each factory has a part-time medical officer) before taking action against a disabled employee. **A point which must be stressed is that discipline is harder to enforce with severely disabled workers than with able-bodied persons, the more so in a State-sponsored concern such as** *Remploy*, **where the employee, knowing that the company was formed for the benefit of the disabled, tends in some cases to consider that he has greater rights than if he were working for a private concern.**

The question of morale and its relationship to discipline and productivity is another matter which poses a number of particular difficult problems for *Remploy*. Here, as in a number of other things, we are at some disadvantage with firms employing able-bodied persons. The methods adopted by such concerns to increase and maintain morale are well known. They include, of course, good management, joint consultation, generous rates of pay and good working conditions, social and sports activities, etc.

We provide good management; we have joint consultation and the physical working conditions are good. But it has to be admitted that, because of the nature of our labour and the fact that we run at a loss and are financed from public funds, the rates of pay of our disabled employees are low by comparison with ordinary standards.

In this connection it must, however, be remembered that the output of the severely disabled is often very low by comparison with able-bodied workers. A high standard of morale is not easily maintained in such circumstances as nothing boosts morale quite as much as a good healthy pay packet at the end of the week.

Nevertheless much is done at *Remploy* factories to maintain a high level of morale by the use of such expedients as are available. These include apart from the factors already mentioned an internal news sheet (*Remploy News*), factory open days when families and friends of the employees can see them at work, and

6 Features of the Remploy Programme

1. The emphasis is of necessity on continuous work. Hence employees have often to change from one type of work to another.
2. The same basic rates are paid irrespective of the trade in which workers are employed. There are, however, rewards for skill and productivity.
3. Except in extreme cases, a medical report is sought before taking action against an employee.
4. Each factory has its social activities and "open days" for relatives.
5. It is the policy to rehabilitate where possible and many Remploy workers move on to jobs in the open market.
6. Disabled workers have the chance of promotion; about 20 per cent now occupy higher posts.

local social and sport clubs, which, to their credit, are organised and run by the employees themselves from their own funds. It is realised, of course, that the biggest factor in obtaining good morale is efficient management and the company gives continuous attention to this.

Turnover and Promotion

Although there are obvious limitations, the company also does all that it can to give disabled employees opportunities for advancement and many of them occupy supervisory and staff posts.

The turnover of the company's disabled employees is (as one would expect) high, although not as high as the labour turnover in many industrial concerns employing able-bodied persons with a high degree of mobility. Disabled workers terminate their employment at *Remploy* factories for a variety of reasons, the most common being prolonged sickness, transfers to open employment and death. It is necessary occasionally to discharge employees for disciplinary reasons, or because they cease to be capable of productive work.

The transfer of disabled workers to open employment poses another one of our special personnel problems as it means that we are constantly losing our more productive employees and are having to replace them, where replacements are permitted, with more badly disabled persons who need training before they can become useful productive workers.

It is, of course, our job to rehabilitate where we can, and it gives us a great sense of satisfaction to know that we have been able to help a disabled person to take his place once again in the ordinary industrial life of the community; but the result is that *Remploy* frequently loses its better employees just when they have reached a stage when the company can benefit from the training and experience it has given them.

Most personnel managers will agree that it is easier for them to do their job when their company is making a profit than when it is making a loss. *Remploy*, by the very nature of its work, has always made a loss and is likely for the reasons already outlined to continue to do so. It therefore has to be more than usually cost minded when considering improvements in salary and wage rates, as such increases must naturally tend to increase the losses. At the same time it is obliged to follow the general upward trend of wages and salaries as the rates of pay of *Remploy* staff and disabled workers cannot be expected to stand still whilst rates in industry are rising.

The various types of staff posts in *Remploy* require the same if not higher standards of skill and experience as in ordinary industry. The company has, in fact, the same types of problems to deal with in a manufacturing and business sense, plus the additional problems which arise from having a severely disabled labour force. Nevertheless, *Remploy* is occasionally accused of having too many able-bodied persons on its staff and there are some who seriously suggest that all the staff should be disabled. The answer is that there are not enough able-bodied persons available nowadays with the requisite training and experience to undertake highly technical and responsible positions and, by the law of averages, there are even less from among the ranks of the disabled.

We in *Remploy* would be very happy if all our staff posts could be filled by disabled persons, but it would be wishful thinking to imagine that this could ever be possible. Nevertheless, we have more disabled persons in essential staff positions than would normally be the case in similar posts in ordinary industry, and disabled persons are given priority if they have the required qualifications. Over 20 per cent of the company's technical, managerial, clerical, administrative and executive staff are registered disabled persons.

With 90 manufacturing units situated through the country and operating in about a dozen different main trades, the problem of ensuring a uniform approach to personnel policies is a difficult one. This is a problem the essence of which is not by any means confined to *Remploy*, but we think we are the only concern with so many manufacturing units and this does tend further to complicate the kinds of personnel problems experienced, for example, by chain stores with large numbers of local branches. One answer is to give more authority and freedom of action to local managers, but it is essential with an organisation so much in the public eye that there should be a national policy in regard to those matters which are the foundation of the principles for which the company stands. That there should be no fundamental deviation from those principles is the main plank of our personnel policies.

This smoking and drinking aid was made for a totally incapacitated man (not in picture) in Newcastle upon Tyne. The device was made at the request of the patient.

Here is the first of a series of articles on how to select staff at a time when there are more jobs than there are people to fill them. The writer starts by considering the problem of getting the right type of unskilled worker. Regardless of the current scarcity of labour, she stresses that even here a thorough interview to find out the worker's experience and potential is always worth the trouble.

STAFF SELECTION IN A SELLER'S MARKET

1. How To Choose Unskilled Workers

"EXCUSE me," said a personnel officer, "but the idea of selecting unskilled workers just makes me laugh. In our area, if a man comes to the gate asking for a labourer's job we make sure he's human and in he comes. Then we can practically bribe him to stay, and still if the foreman asks him to wheel a barrow from A to B in a tone he doesn't like he's off down the road to the next place. We're always badly off for labourers and most of the time we're desperate. You just don't select people in those circumstances."

Very many people will agree with this argument. If their problem is not unskilled labour then they are experiencing as much difficulty in finding craftsmen or secretaries or juveniles. What can selection methods do in this situation? Is there any point in choosing carefully when two or three people apply for five or six vacancies? If, for example, a staff manager knows that the work of the general office is seriously disrupted for lack of a messenger boy, is there any value in his giving a careful interview to the one and only applicant sent along from the Youth Employment Office? Like the personnel officer selecting labourers, he is likely to think that, provided the boy meets some very elementary standards, he must be taken on and even offered a competitive wage.

Some people who say that present conditions make careful selection valueless would probably find all conditions unsuitable. Before the war, many managers took little interest in selection precisely because there were plenty of people to choose from. If a man failed he could always be sacked and replaced by another, so why—the argument then ran—introduce methods that cost

By ELIZABETH SIDNEY
Lecturer in Management Studies

time and money just to make sure that the right man comes in in the first place?

Many other personnel staff, however, can see the value of selection wherever choice is possible. These people know what they are looking for and select accordingly when they can.

"I'm all in favour of good selection methods," said a woman personnel officer in a large biscuit factory, "but I simply can't always apply them. We know the sort of girl we need. We have studied the jobs and we have studied the records of girls who stay with us and girls who leave. I know the sort of temperament to look for and the sort of home background that makes it more likely that a girl will stay. But I still have to take on people I know are unsuitable and watch them leave in two or three weeks."

Is there any answer to a case like this, put forward by someone who is certainly not opposed to modern selection methods?

I think there is, although I think it demands a wide view of the process of selection. The first principle of selection is to study the job you want done and on that basis to draw up a list of the qualities needed in anyone who is to do it. This is axiomatic with many personnel officers and in fact every selector must do it to some extent. Even the man who relies on that mystic process known as "spotting 'em as they come through the door" usually makes sure that an applicant for, say, the position of filing clerk can read and write. The selector who is more scientific only differs from him in that he studies the job more thoroughly and tries to keep his personal bias in check by looking for the qualities on his job specification. But today this process alone may land the selector in the position

described by the biscuit factory personnel officer. He may still feel bound to take on an applicant though his analyses make it plain that the person is likely to leave.

The next step, I think, is not to abandon these more scientific methods but to develop them further. A complete analysis, not only of the job to be filled but of every job in the factory or organisation may be extremely useful to the selector who has to fill one particular post. Many big companies, of course, do prepare such information, usually as the basis for determining fair wage differentials within the limits laid down by the national agreements. For our purpose this information can bring greater freedom and flexibility to the selector in several ways.

He may, for instance, be able to offer an applicant for an unsuitable job another vacancy. The managing director of a retail concern employing some fifty people gave an example of this.

"I got a consultant in originally to help me plan how to train up new shop managers. He began by studying all the jobs in the business. From that we worked out whom we were going to need and where. But I find I've used that information in heaps of ways. One day I saw a bloke who had answered our advertisement for counterhands. He was much too good for the job, but he had moved into the area for family reasons and just had to have something. I wanted him in the business but I knew if I took him as counterhand he'd be off in no time. But I was able to tell him that if he stuck the counter for six months and proved himself, I could probably offer him a training as a shop manager. He's still with us and he's excellent."

Other firms have used their studies of the jobs in their organisation to help them adapt to the type of labour available. Examples of this on the broadest scale are those concerns which have set up subsidiary factories where there is little employment for the type of labour they need. After the war many of the big hosiery firms, for instance, moved out of the Midlands and built new factories in the Welsh and Scottish mining areas.

Some practical adjustment can often be made to solve the problem of filling a particular vacancy. A city office had continual difficulty in finding and keeping office boys until the manager made a thorough study of the work carried out, and by a rearrangement of duties made the post suitable for an old age pensioner. The old man who was chosen for the job has now been with the firm for two years and is very efficient and popular.

Large companies have the advantage in this matter of a greater range of jobs to offer potential employees. Small companies, on the other hand, often have the advantage of greater flexibility, less rigid production methods, which leave them freer to adapt to the labour available.

A careful interview to find out the background, experience, abilities and interests, and the potential of the man or woman applying for work, is worth while on all these counts, regardless of the scarcity of labour. Some people are so unsuited to a job that it is more wasteful and dangerous to general morale to take them on than it is to continue shorthanded. Others can be made successful employees by some adaptation of jobs or duties. And an employment interview in which some progress is made in understanding the newcomer's needs and point of view is a solid foundation for a friendly working relationship.

When Selecting Unskilled Workers :

1. *Study the job you want done and list the qualities needed to do it.*
2. *Keep a list of all your vacant unskilled jobs. A person unsuitable for one post might be ideal for another.*
3. *Do not choose casually. This often results in a waste of time, money and ability.*
4. *Give a friendly but thorough interview. This is also a solid basis for a good working relationship.*
5. *Do not rely too much on intuition.*

A final argument is sometimes produced, however, which runs something like this, "No matter how careful we are, these days people are so independent that they move on when they feel like it."

Of course, it is true that people move about more freely now that they are able to do so. Unskilled workers and juveniles are two groups who may move simply because they want a change. High grade employees may move because they are offered better jobs. A good many of the examples quoted to prove this argument, however, seem to me only to illustrate how selection methods are tied up with all other personnel practices—such as induction and training and incentive schemes. A scientist in charge of an experimental laboratory gave this account of his young graduate assistants.

"We get them straight from the universities. We give them good salaries and pension schemes and excellent conditions—and I find a lot of them still stay only until they hear of something better. One young man left because he heard of a job which guaranteed him a year's research in America. He went just when we were trying to complete some urgent work which affected a lot of our sales. I think it's shocking that trained people should show so little sense of responsibility."

I asked him about his assistants' work, and how they were chosen and started off. They were never told, it seemed, about the urgency of any job nor given a clear idea of how it affected the rest of the factory. Their prospects and the key position they held in the firm were kept deliberately vague. **From our talk, it seemed to me that this company was using money and pensions to bribe young and intellectually ambitious people to stay, instead of emphasising those aspects of their work which might really have roused their interest and loyalty.**

One town which has made a great effort to see that school leavers are properly prepared for work and introduced to industrial conditions is Warrington. The extensive scheme of vocational guidance introduced there, in which teachers, parents, youth employment officers and employers co-operate to make a fair assessment of each youngster's abilities, and to ensure that he has a fair picture of the sort of jobs he might take, has certainly reduced the proportion of juveniles wandering from one job to another for the first year or so of working life.

To sum up then, my view is that lowering or abandoning standards of selection, as a solution to the problem of too few people for the number of vacancies to be filled, is no solution at all. As far as I can see, it generally results in high labour turnover, discouragement and cynicism in personnel staff and managers, and lowered morale among the work people who do stay with the firm. Present conditions, I think, call for a more comprehensive and imaginative attitude to selection, and a fresh study both of the whole range of work to be done and the needs and interests of the people available to do it.

Management At Work

A TV Training Course For Industry

THE Broadcasting Division of *Marconi's Wireless Telegraph Co. Ltd.*, have established, near the heart of London, the first fully-equipped television training studio of its type in Britain.

The advent of commercial television has posed serious problems to the many organisations throughout Britain interested in the television medium. To all such, the Marconi Television Centre offers the following facilities:—

A complete training course in the operation and maintenance of television studio equipment is undertaken by the Marconi College.

The Centre is available to any organisation wishing to use the equipment for training their own studio and production staffs.

It can be used by any organisation, large or small, for rehearsals or auditions under true operational conditions. Telecine equipment is available for those wishing to appraise filmed programmes on television. A complete mobile Outside Broadcasting Unit is attached to the Centre and can be used to gain experience in "O.B.s", and for the production of recorded "O.B." programmes.

How to Sleep in Public

Dedicated to members of committees, conventions and other meetings, everywhere.

"The head should rest on a tripod formed of the trunk and of the arms firmly placed on the table. The head should be placed on the hands in a slightly flexed position to allow the tongue to fall forward and prevent stertorous breathing. The fingers should be outstretched over the face and eyes, pressing the skin of the forehead upwards to wrinkle it. This gives an appearance of deep concentration." **(The Lancet.)**

Magic Box

FOR years, the suggestion box was little more than an office gag—a handy receptacle for notes telling the boss to kindly drop dead. But today employee suggestions are no longer a joking matter. Since World War II, the battered old suggestion box has blossomed into one of U.S. industry's best sources of production-boosting ideas and one of its biggest money-savers. In 1953 some 4,000 companies (with organised suggestion programmes) got more than 2 million ideas from employees, found 20 per cent of them worth adopting, and paid out something like $15 million in awards. For U.S. business the tangible savings added up to at least $300 million; no one can count the intangible rewards in higher morale, better workmanship, and closer co-operation between boss and worker. **(The Management Review.)**

Smart Working

ROWNTREE'S motion study experts have paid especial attention to the work of weighing and packing Smarties. The lay-out at which they have arrived provides a smooth, uninterrupted flow of movement—from the supply of loose sweets to the weighing pan . . . to the inner bag . . . to the cardboard carton . . . to the box of packed cartons.

Appreciating that any large group of workers includes a proportion of left-handers, they decided that in one section the pattern of the work should be arranged with this in mind. Although most left-handed people can cope satisfactorily with conditions designed for right-handed operators, there is no doubt that they work faster—and with less fatigue—when sensible adjustments are made in the lay-out. **(Business.)**

Sitting Down To It

THE Birmingham firm, *Hallam Sleigh and Cheston Ltd.*, has made a prototype seat for an overhead crane driver, which is fitted to the operator. Its design and adjustment are such that it is calculated to fit 95 per cent of crane drivers and the dimensions were arrived at from measurements taken from thousands of individuals. The seat is now undergoing exhaustive tests both by the British Iron and Steel Research Association and by the Admiralty, after which it will go into production.

This designing a new type seat for crane cabs was initiated by the B.I.S.R.A. and is part of the research into crane controls which it is undertaking. The aim is first, to standardise controls so that a crane driver changing jobs will not be faced with entirely new systems, and secondly to improve design so that there is greater ease of operation, worker comfort and worker safety.

Sitting Round To It

THE use of automatic production control processes and the progress made in the manufacture of electronic computors have recently been investigated, under the auspices of the O.E.E.C. European Productivity Agency, by a group of European technicians, sociologists and trade unionists. The group decided to undertake an enquiry on these problems among Member countries of the Organisation. On the basis of this information, the group will fix the date of an international symposium to be attended by experts from Member countries engaged upon the technical, economic and social problems raised by "automation".

The group considered that the various techniques covered by the term "auto-

MOTION PICTURES FOR EXECUTIVES

To assist technical staff and management to improve factory operations, the **American Consolidated Vultee Aircraft Corporation** now take motion pictures of fabrication and assembly departments. Films can be seen a few hours after 'shooting'. Narration by division executives helps pin-point any special problems exposed by the camera.

mation" are of interest not only to heavy industry and mass production, but also to all industrial and commercial firms, and perhaps even more so to such activities as banking and insurance.

An American expert taking part in the meeting pointed out that a detailed analysis of the rate of progress of these new techniques over the last five years and the probable trend in the next five years would show that the investment required would be very heavy, and would thus act as a brake allowing both management and labour to adapt themselves to the new techniques; this would allay trade union apprehensions.

The Man Between

MOST large firms to-day possess a Public Relations Officer. But many carry them on the staff in much the same way as a City man wears a bowler hat—more as a symbol than an article of use. This is often by no means the fault of the P.R.O. If he is employed as a second-class industrial citizen to act as a buffer state between a company and the outside world he has little chance to act as the channel for which he should surely have been originally intended.

It would perhaps involve too great a revolution in thinking to suggest that the P.R.O. should be at Board level (though not necessarily on it) or that there should be a vice-president in charge of public relations, as is wide practice in the United States. But at least he should have access to all the information that is available to company executives. Full knowledge engenders a sense of responsibility and demands exercise of judgment. Partial knowledge leads all too easily to indiscretions or, in self-defence, to a complete silence and a negation of the very title under which the P.R.O. is employed. **(F.B.I. Review.)**

Auto-assembly

ATTRACTING much attention at the recent Bingley Hall safety-in-industry exhibition was an automated assembly line. The growing shortage of labour in Birmingham has convinced *Joseph Lucas Ltd.* that, with the introduction of more plant of the present type, they would not be able to meet the growing demands of the motor industry in 1960.

This line, designed and built in 18 months at their own plant because there is no manufacturer of such equipment in the country, is for the assembly of automobile fuseboxes. The line has a potential output of 1,000 fuseboxes an hour, but will probably be run at the rate of 600 an hour, which is the most the team of four operators and a packer can cope with in the non-automatic operations. It will effect a 50 per cent reduction of labour on the job assembling the 22-component fusebox.

American engineers say there is nothing more advanced yet in production in the United States.

HOUSE MAGAZINE DIGEST . . .

Other Firms' News and Views

Medical Aid

The medical examination of each new entrant is helping in placing them in work suitable to their abilities. Re-examinations and follow-up of those returning from sick leave to see whether they need a change of job or environment is another development. **(De La Rue Journal.)**

From All Corners

The House of *Heinz* has for many years been very firmly convinced of the value of international joint consultation and every year there is a number of exchange visits between members of *Heinz* companies in America, England, Canada and Australia. The international organisation has continued to benefit from the advice and experience so gained. So far as this company is concerned all these visits have hitherto been made by men and it was, therefore, somewhat of an occasion when, at the beginning of May, Ethel Salsbury and Winnie Mears embarked in the "Queen Mary" at Southampton as the first "lady ambassadors" of the British company to visit the American company in Pittsburgh. **(57 News.)**

Help For Ideas

From time to time the secretary of the committee operating the Tractor Group Suggestions Scheme has been approached by employees wanting advice or assistance in putting forward an idea. In consequence, advice has been given to many employees on the practicability of a suggestion, its preparation, or the drafting for submission.

It is, however, felt that there may be others who would welcome an opportunity to discuss ideas they have in mind, and in order to simplify the approach for this purpose the committee has drawn up an addressed card requesting assistance. Supplies are to be found in containers attached to the suggestions boxes. **(David Brown Newsletter.)**

Fitting Study

In order to discover how the community of Port Talbot has adjusted itself to the impact of Britain's most modern integrated steelworks, an extended social survey is now being carried out, writes a correspondent.

A five-man field research team from the department of industrial relations of University College, Cardiff, is conducting a series of interviews with steelworkers and their families.

The team is collating recollections of life in the Port Talbot of the past, and the changes that have taken place, and is also seeking opinions from residents who have no connection with the industry.

Questions under study include: (1) What are the stages by which a community adjusts itself to a new plant, and by which the plant adjusts itself to the community? (2) What are the key factors in this adjustment? **(Ingot News.)**

New Blood Wanted

At the last visit of the Blood Transfusion Service more volunteers came forward from *Igranic* than the unit was capable of dealing with in the allotted time. In fact not all the volunteers gave blood this time, despite the fact that one hundred and thirteen people were dealt with and of these twenty were new donors.

Research over the last few years has shown that persons who have had jaundice cannot be accepted as donors. This resulted in the exclusion of over 6,000 "regulars" with an obvious need for immediate replacements. **(Intercom.)**

First Pensioner

Congratulations and good wishes of hundreds of people in the township were received by Chenda Chifuta last month. Chenda is the first employee of the Mufulira Mine to retire on pension after 20 years' service under the African employees pension scheme, which was introduced last year. **(Mufulira African Star.)**

Worth-while Co-operation

In remarking that, in the 10 years since the end of the war, only about six apprentices had left the company on completion of their courses, Mr. Varcoe, the personnel manager, referred to the co-operation of the Services in placing ex-apprentices in jobs to utilise their training whilst they were doing their National Service, instead of putting them in "dead-end" jobs. He was also pleased to be able to report a distinct improvement in the standard of education of youths and apprentices engaged by the company during 1954. The meeting between the education authorities and industrial representatives at which this matter had been discussed had, in his opinion, been worth while and he looked forward to other such exchanges of views in the future. **(Sperry Topics.)**

Choice Suggestions

On September 1 the new Suggestion Scheme will have been running for one year and on that date all the suggestions which have been received over the past year will be reviewed and the best one selected for an additional special prize. This prize may be selected from the list below by the winner.

Television set; one week's holiday for two people in Paris; suite of furniture; autocycle; car radio and free licence and tax for one year; fur coat; family holiday at a British seaside resort for two weeks; washing machine; outside house decoration. **(Vitamins Group News Sheet.)**

How To Take The Dullness Out Of Safety Shows

By H. PARKHOUSE

Here are a number of practical hints on how to create an interesting safety exhibition that will have its intended impact on the workpeople. The main thing is to make its appeal local and dramatic.

WORKS safety exhibitions can be pathetically dull. Many of them are. Little wonder that when it is all over the safety officer, who has sweated blood to bring the exhibition into being, discovers that less than 10 per cent of the factory employees have visited his exhibition. The general manager and some of the senior executives have, of course, paid formal visits to the show and the organiser has been given a few perfunctory words of congratulation on his achievement. But, nevertheless, the safety officer has a strong feeling that he has failed to achieve the whole object of the exhibition, and he does not think that the meagre interest shown by the workers is sufficient return for the tremendous amount of work he has put into its production.

But was the exhibition *produced:* produced in the way that a play or a fashion show is produced? Or was the so-called exhibition merely a collection of protective clothing, photographs and posters gathered together in one room or tent in the hope that it would fire the workers with an enthusiasm for safer working? If it was the latter then no one should be surprised or disappointed that the whole thing was a complete flop.

A works safety exhibition must be alive and it must be local in its appeal. Exhibits borrowed from national collections or from other industries at the opposite end of the country have practically no appeal to workmen in their own works. They expect to see their own team playing on the works sports ground; they expect to meet their own bosses and mates at the works socials and they expect to see the hazards and accidents associated with their own jobs when they go to their works safety exhibition. If the first few workers who venture into the exhibition see nothing which is local or personal they will tell their mates that it is a poor show and the exhibition will be as good as dead within a few hours of opening.

Earlier it was suggested that the safety exhibition might be produced in the way that a play is produced.

Generally speaking, Act 1 will set the problem; Act 2 will lead up to and conclude with the dramatic climax; Act 3 will make any necessary explanations and tie up any loose ends so that the audience can go home in a neat and tidy frame of mind.

Section 1 of the works safety exhibition can show the hazards that lie in wait for the careless worker. There will be photographs, descriptions and models of actual hazards in your own works. By showing the causes of accidents you will give the workers the true background to the problem of accident prevention in your works.

Some of the general and more common causes of accidents having been dealt with in Section 1, the second section should give a more detailed representation of one or two selected accidents and might be dramatised to the extent that the last exhibit in the section will show a man caught in a machine, an ambulance driving away or a representative of the firm calling at a man's house to give bad news.

By the time the visitor to the safety exhibition has reached the end of Section 2 he may feel a little sick or he may feel a little nervous about the hazards associated with his job, but he certainly will not feel bored or too uninterested to bother to see the third section of the exhibition. And it is in the third section that the exhibition planner must show the worker how these accidents can—with care and by the adoption of safe working habits—be avoided. It is in this section that you will show your safety posters, your propaganda material, your safety equipment and your examples of protective clothing that have saved men from serious injuries. Do not scatter posters, leaflets, etc. all over the exhibition like confetti at a wedding.

If Section 3 is carefully devised and displayed, the worker will recover from the shock of Section 2, his confidence will be restored and he will leave the exhibition determined that, in future, he will avoid accidents by working the safe way.

Avoid Bittiness

Don't throw bits of your exhibition at the visitor as soon as he walks through the door. Banners, posters and loud speakers all screaming

A safety exhibition offers great scope for ingenuity as witness this tableau at the recent display at the **Rubery Owen** Darlaston works described in our last month's issue.

different slogans at the same time from different parts of the room put the visitor in a confused state of mind before he has taken a couple of steps towards the nearest exhibit. By gangways and direction signs the visitor must be led around the exhibition in an orderly progression. Let him see everything in its proper sequence, in the position in which it has been placed to give it maximum effect; bear in mind what has been seen immediately before it, what is to be seen immediately after it, and the role it is to play in the "plot" of the exhibition as a whole. This will mean that the entrance and exit of the visitors must be controlled. They must all enter through one door and they must study the exhibits in the correct sequence. They must not see a bit of Act 3 before Acts 1 and 2 have been played.

How To Put Safety Across

1. **Produce it as a pictorial play. Section I sets the problem; Section II gives the dramatic climax, and Section III ties up the loose ends.**
2. **Keep its appeal local. The workers will want to see the hazards connected with their own jobs.**
3. **Arrange the exhibition in its proper sequence.**
4. **Highlight the causes of accidents.**
5. **Do not have banners, posters and loud speakers all screaming different slogans at the same time.**
6. **Keep its appeal dramatic at every stage.**

The erection of exhibition stands has become quite a large and highly competitive industry. Even a smallish exhibition of "church hall" size may well cost £1,000 to erect if the job is handed over to a firm of exhibition contractors. But—at the risk of becoming unpopular with the aforesaid contractors—safety officers planning an exhibition should bear in mind that the stands form only the background. They do not make the exhibition and however much is spent on them they will not bring a dead thing to life.

With careful and imaginative planning a collection of tables and home-made screens can provide a background against which a first-class exhibition can be staged.

The exhibition must be shown in the correct sequence and it must be dramatic in its appeal. It will then succeed in its intention.

Lay-out An Important Factor In Accident Prevention

Birmingham Safety Congress Hears Chief Inspector of Factories on Need for Better Plant Design

By A SPECIAL CORRESPONDENT

Accidents are caused, they do not happen—further education still needed for many workers who think protective devices are provided for the fun of management.

MR T. A. YAPP, M.B.E., chairman of the Birmingham Industrial Safety Group, speaking at the opening of the Group's third Safety and Factory Efficiency Exhibition and Congress, held at Bingley Hall, Birmingham (Friday, June 24—Friday, July 1) said that "enlightened industrialists realised that any type of factory accident might be attributed in some way to failure of management—in anticipation, calculation, realisation or education. Usually it was the latter, and the education of the individual in safety was of paramount importance."

Earlier, the Lord Mayor, who performed the opening ceremony, commented on the variety of safety equipment provided for industrial workers and how women factory workers, who hitherto had shown themselves more prone to accidents, were now more ready to wear protective clothing.

At the opening luncheon the Lord Mayor also agreed to enquire into the possibility of the City giving assistance to the Industrial Safety Group in acquiring a new site for its industrial training centre. The present centre, opened two years ago was doing excellent work and has already obtained a national reputation, but notice to quit the premises has been served on the Group. Its prime function has been to provide training facilities for the large number of small firms in the Birmingham district who do not have safety officers and training facilities of their own.

Sir George Barnett, H.M. Chief Inspector of Factories, said: "So far as it is humanly possible to guard against industrial accidents by legislation, the utmost has already been achieved. Nevertheless, whilst the law can in general make provision to deal with physical and environmental conditions, the less changeable human and persona factor which is responsible for the majority of accidents cannot be dealt with in this way. The proper approach here must come from the individual factories themselves."

Management must be responsible for the vagaries of perverse human beings; and that meant training.

Sir George went on "too little attention is still paid to safety considerations in the design stage of industrial plant and equipment and many accidents could be avoided if the lay-out and accessibility of plant were examined from the safety aspect at the time of installation."

The Conference heard many other speakers from important positions in industry and commerce, including a plant engineer, doctor, production engineer, factory inspector, works manager, trade unionist, managing director and others.

This year, the Exhibition proper embraced a much broader field of exhibits than on its two previous occasions. It numbered some 75 stands, in fact twice as many as the second Exhibition held in 1953, including many manufacturers well known over the past years in the field of safety equipment, protective clothing and kindred items, with a great diversity of products, many on show for the first time.

An Ideal Factory

A special new feature was the inclusion of *The Ideal Factory*, sponsored by the Birmingham Productivity Association, and constructed to ideal standards as regards safety, hygiene, lay-out and function, etc., as far as the group of experts responsible for its conception could make it. A number of different processes were actually shown in operation, including plastic moulding pressings, assembly of domestic vacuum cleaners, and the production of paint brush ferrules. It was not intended to demonstrate the average factory, but to show the standards to which industry as a whole should be aspiring at all times. It is the Birmingham Group's contention that the most efficient way of doing a job is also the safest way.

The Exhibition was particularly well attended by individual persons as well as organised parties from factories, schools, training colleges and other Groups as far afield as Bristol, Cardiff and Luton.

A varied programme of lectures and discussions was held in the conference hall throughout the week for industrial supervisors, works managers, young workers, etc., covering such subjects as electrical hazards, conditions in foundries, women in industry, etc. A notable

feature was the continuous showing of films dealing with different aspects of industrial safety and factory efficiency. The selection of films was indeed most varied, and visitors were in fact invited to request the showing, from an available list, of any film(s) in which they were particularly interested.

The Birmingham Safety Group attaches considerable value and importance to film as a means of training and education and in general of increasing the awareness of workers of the risks both live and potential to which they may be exposed in the course of their employment. Film is particularly effective with the younger people and, to this end, organised parties of many hundreds of them, amounting to some 3,500 in all, of whom quite a number were just of school leaving age or had only recently commenced their work in industry, were invited and did in fact attend.

Hazards Of Fashion

SCALPING is rarely fatal, but it is very disfiguring and the psychological effect on any person that has suffered from this type of industrial accident is one of its most serious results. At one time the hazard was only associated with women workers and for this reason they were issued with bandeaux or caps which kept their hair safe from the grasping fingers of spindles revolving at a high speed. But the current "Tony Curtis" fashion which puts a bunch of curls on the foreheads of young men has already taken its toll on a number of young male workers, and has made it clear that the provision of caps for boys is as important as headbands for girls. **(Works Management.)**

800,000 Injury Claims

AT the end of 1954 the Ministry of Pensions and National Insurance was paying over 900,000 war pensions, family allowances to nearly 3½ million families, and under the National Insurance schemes nearly 4½ million retirement pensions, some half a million widows' benefits and guardians' allowances and 115,000 industrial disablement pensions. During 1954 new claims for sickness benefit totalled more than 7 million; for unemployment benefit over 2½ million, and for industrial injury benefit over 800,000.

The combined yearly cost of these and other social benefits paid by the Ministry was about £700 million.

Although 350 additional posts were created in 1954 in the regional and local organisation to deal with increased agency work for the Ministry of Food, there was a net reduction of 684 in staff, bringing the total down to 36,932. The staff savings were in part due to economies resulting from amalgamation of the Ministries of Pensions and of National Insurance in 1953 and in the first year of the amalgamation savings from this source amounted to 498 posts.

New, Safe, Clean Process For Packing White Lead

AN entirely new method of packing ground white lead by *The Mersey White Lead Co., Ltd.*, of Warrington, promises great savings in time and trouble for the user and the elimination

of the considerable waste associated with existing packs.

In future all ground white lead, other than stack lead, will be packed in a polythene liner before being placed in its cask or keg. The neck of this liner is twisted and secured with an elastic band, thus excluding all but the minimum quantity of air. This means that discoloration, "skinning" and hardening of the white lead cannot take place—as it inevitably does with conventional packing.

Containers can now be rolled or tipped without risk to the contents—before, of course, these operations accelerated "skinning" and discoloration.

Using the white lead will also be much easier with the new pack. The contents of a full drum can be tipped out in the plastic liner, which is then opened and the white lead cut up for feeding to a mixer. Small quantities of white lead can be scooped out of a liner without removing it from its container. The neck is simply re-secured afterwards.

This new packing idea also means that containers can be completely emptied; there are no wasteful deposits or residues. Another advantage is that it is impossible for splinters, etc., to contaminate white lead packed in wooden casks.

What The Firms Are Doing

30 Per Cent Drop

A 30 per cent drop in the rate of factory accidents over the five-year period, 1950-54, is shown in a survey of the twenty *Tube Investments* subsidiary companies which employ the largest numbers of women and juveniles. The figures indicate that the accident rate for boys decreased by 41 per cent, and for girls by 66 per cent. Women and girls together improved by 28 per cent, and the male group (men and boys) by 31 per cent. Adult women showed the lowest improvement at 21 per cent. The 30 per cent reduction in the accident rate between 1950 and 1954 represents a difference of 243 accidents between the annual rates for 1950 and 1954.

This contrasts with the 1953 Report of the Chief Inspector of Factories, which commented on the comparative increase in accidents amongst some women and young people.

The number of employees covered by the TI survey totalled 23,375, of whom 16,321 were males over 18 and 874 under 18, and 5,678 women over 18 and 502 under 18.

1,250,000 Accident-Free Hrs.

The Newport factory is well on the way to overhauling its existing record for accident-free working, the score as we go to press standing at over 1,250,000 man hours.

By virtue of its achievement, Newport has, since early this year, held the leading position in the table comprising the Group I plants of *Greater Monsanto*. This table, which is published monthly by *Monsanto Chemical Company*, St. Louis, gives the accident statistics for all *Greater Monsanto* manufacturing locations. This is the first time since the war that a British plant has figured at the head of the table.

In March, Newport again completed a lost-time accident-free quarter and so qualified to fly the safety pennant which was duly hoisted. **(The Autoclave.)**

Feet and Eyes

Lost time accidents in March amounted to 29—the frequency rate falling slightly from 2.42 to 2.36. Seven of these were foot injuries—four preventable if safety footwear had been worn.

One thing the safety officer was pleased to point out ; more people were wearing eye protection now. This must be due in some measure to the discussions on eye protection at departmental safety meetings. **(The Phoenix Gazette.)**

A Fractional Rate

For the first time in the Company's history the annual accident frequency rate is below 1.0. That is to say, for every 100,000 hours worked in I.C.I. during 1954 there was less than 1 lost time accident. The actual figure was 0.992.

This news was given in "The I.C.I. Safety Standard", a new monthly journal for supervisors produced by Division safety departments. Designed as a monthly contact with foremen in all Divisions of the Company, the publication contains topical news and illustrated articles on safety practices and appliances, together with safety hints and occasional whimsical versions of the consequences of unsafe working practice. **(I.C.I. Magazine.)**

This Firm Runs a Personal Incentive Scheme

By PETER LOCK

Over 500 workers, office staff included, participate in this incentive scheme, yet it is inexpensive to run and presented no great difficulties of implementation. Such a scheme, which can give each worker as much as an extra week's wages if the month's profits are good, teaches him to take an intelligent interest in the economics of the firm and to give of his best.

FOR some time now, the No. 2 Group factory of *C.V.A. Jigs, Moulds and Tools Ltd.* at Brighton has been operating a successful group and individual incentive scheme that not only ensures an award to the work-force as a whole but also rewards the personal skill and effort of each member. The scheme was worked out by the management of No. 2 Group who see in it a means of the worker sharing intimately in the firm's fortunes, both good and bad, and they believe that if other concerns were to adopt similar schemes the threat of inflation would be considerably reduced.

Failure First

Like many incentive schemes this one evolved after a period of trial and error. An original scheme provided for a profit share-out (as there is now) but there was no award for the personal efforts of each productive worker, no hard cash recognition of individual achievement.

It was therefore decided to change all this. They overcame the apathy to the all-embracing incentive scheme by setting target times on all operations and paying a penny per hour increase in wages for every two hours saved on this target time. And whereas the profit bonus was, and is, paid monthly, this personal incentive is paid weekly—an important point of wages psychology for otherwise such awards might become remote and as a result the worker lose his sense of urgency. At the same time this incentive scheme is not allowed to dominate the importance of the bonus scheme lest employees lose sight of the fact that quality as well as quantity plays a vital part in higher profits.

Communication is also an important element in the scheme as all figures concerning output and profit are posted in the factory for the worker to see and, since these affect the money he earns, he learns to take an intelligent interest in the economics of the business. Every employee knows, and can see for himself at the end of the month, that the clock wages must be deducted from the output before the bonus figure can be reached, and that any increase in these wages would result in a decreased—even cancelled—bonus.

More specifically, the scheme works as follows. The monthly bonus is calculated by dividing the output by "clock wages" multiplied by a factor, plus "increments". This factor is reached by dividing the cost of production (materials, wages and overheads) by the clock wages and it need only be reviewed quarterly. "Increments" represent the extra wages paid under the individual incentive scheme.

A scheme of this nature is particularly applicable to a factory of this type as the productive workers are for the most part highly skilled special-purpose toolmakers. Mould making, for example, requires very accurate hand finishing. The market is competitive and contract tooling lends itself to the setting of target times for the individual personal incentive scheme.

After some four years of operation, the scheme has doubled output and has also won the approval of workers and shop stewards alike. Mr. Steer, No. 2 Factory Manager, sums up the scheme by saying:—

"It puts managers on the spot. They are answerable to the managing director and the shop floor alike. Employees will examine the costs and overheads minutely and they will not hesitate to criticise. But this is how it should be."

At the same time he can take comfort from the fact that the shop stewards' convener affirms that the scheme has the union's approval and that the area branch considers No. 2 Group a good firm to work for.

Good communication is an essential feature of the scheme. Here Mr. Steer is discussing its detailed operation with the shop stewards.

The Case Study As A Training Aid

By H. NEWMAN, B.A., M.Litt.

3—Pros And Cons

In this final article of the series, the writer discusses the advantages and disadvantages of the case study as a training method. Its most fundamental aim, he says, is to bring home to the student the paramount importance of the human factor in management. Its main limitation is that it is purely theoretical.

A syndicate study group in session.

EXPONENTS of the method maintain that short of experience in the managerial situation itself, case studies offer potential managers the best opportunity for developing those skills essential to effective and successful management. The results depend largely on the student because the case study method is based on group discussion and is essentially a participation device.

In the course of analysing real life situations as they are described in case studies, students learn how to recognise symptoms of problems, how to examine all the evidence and select the relevant facts. They are then able to see the problems more in the round and to diagnose them with greater insight and to recommend corrective action with ever increasing accuracy.

It is not an individual process, however, because the diagnosis which the student makes and the course of action which he ultimately recommends have at least been exposed to and may have been influenced by the views of other members of the group. The personality factors have been carefully considered and have played an important part in the formulation of the student's solution to the problem.

This is not the only way in which the procedure simulates the real life situation. Just as in business, the student is forced to make decisions on the basis of insufficient information, conflicting evidence and under pressure of time.

Case studies cover a wide range of subjects in numerous industries at various levels of management. In this one respect at least, they have an advantage over actual working experience with one company where the standards are usually local and the possibilities of seeing problems from every level of management very rare.

After study of many cases the student learns that the same problem can look quite different when seen from a bird's eye view from what it appears to be from a worm's eye view. He also begins to get the feel of the "atmosphere" at various levels of management in different sized firms. He acquires some acquaintance with various technical processes and systems in a wide range of industries. Finally, from his experience with cases the student becomes aware of the interdependence of all parts of business. Thus he has learned one of the most important lessons for management. A decision affecting one department almost always has repercussions and ramifications throughout other parts of the organisation.

The Human Factor

The most fundamental aim of the case study method is to bring home to the student the paramount importance of the human factor in management and, if possible, to give him insight into his own prejudices and attitudes as an inducement to him to alter his behaviour. In discussing what action is to be taken in a case (a natural form of role playing), the foreman who says "This one is too easy. If I were the managing director, I'd sack that so-and-so sales manager," or the manager who reacts in an equally emotional and dogmatic manner, is astounded that his views are not shared by the rest of the group.

In the process of argument and discussion he may begin to recognise his violent feelings as part of an attitude, *his* attitude, or if he goes deeper, he may discover the reasons for his emotional reactions to the situation. This self-recognition and the changes in behaviour on the job which can stem from it are the *summum bonum* of the case study method.

Opponents of the case study method point out its practical and theoretical limitations.

In the first place, case studies are very time consuming, and where the teacher is already having difficulty in covering the syllabus in the time allowed he feels justified in rejecting this method of instruction. Furthermore, he feels cases are unsuitable for conveying factual information systematically or thoroughly. They may give undue emphasis to one aspect of a subject and omit another important one completely. They also often waste the student's time and clutter up his mind with what is apparently useless information about technical processes and systems in industries with which he is not concerned.

Secondly, the critics state that cases generally do not contain enough information about a company's background to enable students to understand or give due weight to the firm's traditions in their analysis of the problem. The same criticism applies to the personalities concerned. The knowledge which a person in the actual situation would take for granted about his colleagues after working

with them for years cannot easily be conveyed to the student within the scope of a single case study.

Thirdly, although case discussions usually lead to recommendations for some form of corrective action, students are in a sense being given complete authority without responsibility. This tends to breed an impatient, hypercritical approach which often leads to dissatisfaction when the student returns to his job. He is certain that he sees what is wrong and feels frustrated when his suggestions are not immediately adopted and his ability rewarded by promotion (although he should have learnt from the case study training how to sell his ideas to his supervisors). Because he has been trained to look for faults he tends to overlook the virtues. He has never learned that responsibility for the consequences of an action acts as a brake on the exercise of authority, because in a case study situation nothing actually happens.

Advantages Of The Case Study

1. **Students are taught how to recognise problems and select the relevant facts.**
2. **They learn how to make decisions without knowing all the factors involved.**
3. **They acquire an insight into the sort of problems with which management has to deal.**
4. **Finally, students are made aware of the close tie-up between all sections of a firm.**

Disadvantages

1. **Case studies take up a lot of valuable time and clutter up the mind with apparently useless information.**
2. **They cannot impart the knowledge gained through years of working with colleagues.**
3. **The student is trained to look for faults and overlook virtues.**
4. **Cases can never be the same as those in actual business life.**

As a corollary to this point, skill in dealing with cases is not invariably an assurance of the individual's skill as a manager in the real life situation. A student with an agile mind and a trained approach to logical criticism can excel in case study analysis although he might be unpopular with his colleagues on the job and patently unable to influence their behaviour. (The case study enthusiast would answer that such personality defects would show up in group discussion and that it is the responsibility of the teacher to take such factors into account in his assessment of the student.)

The efficacy of the case method depends to a surprising extent, particularly with an inexperienced group, on the ability of the discussion leader. If he is either too directive or too passive in his handling of the group, if he fails to perform his function of reflecting and summarising the views expressed, then much of the value of the method is lost. It is quite possible for a group to spend an entire session on a problem completely unrelated to the case unless the leader directs the discussion back to the points at issue.

Even the enthusiast would admit without hesitation that cases are not the same as actual experience in a variety of business situations. But management educators are concerned with techniques within the realm of practical possibility, and although the case study method is not a substitute for real life, it has much to recommend it as a teaching method. It has limitations, but almost all the same limitations apply to other teaching methods as well.

On balance, the case study is not as effective as the lecture for conveying factual information, but it is the best teaching method so far devised to develop those critical and analytical faculties which the student will ultimately need in day-to-day management.

It is the only method which instils the co-operative spirit implicit in the group approach to the solution of problems, which is becoming more and more a part of business management.

Cases also come closest to reproducing the elements which make up the real life managerial situation. Because of this approximation to reality they provide students with a sense of purpose and bridge the gap between the theoretical classroom and the practical requirements of the job.

Above all, case studies bring home to the student more forcefully and dramatically than any other method the simple but fundamental truth that management is concerned with people and their changeable, irrational, emotional and unpredictable behaviour. If case studies can make a contribution to the individual's ability to cope with the human factor, then they are an essential instrument of management education.

"Management Education A University Duty"

Both Sides Lack Understanding, Says Paris Conference

A CONFERENCE on the promotion of industrial engineering and management education at university level in European countries was held in Paris from June 20 to 22. It was organised by the Inter-University Contact for Management Education on behalf of the O.E.E.C. European Productivity Agency.

The Conference brought together about 80 participants from Austria, Belgium, Denmark, France, Germany, Italy, the Netherlands, Norway, Spain, Sweden, Switzerland, the United Kingdom, the United States and Yugoslavia. The following were the main points discussed:—

Objectives of university teaching in the field of industrial engineering and business management ;

Present difficulties and obstacles in the way of providing adequate courses at university level in this field ;

The role of educational authorities in the promotion of education in this field ;

The role of industry in the promotion of this education ;

The role of research work for the establishment and strengthening of university-industry contacts ;

University curricula and teaching methods.

Technology Leads

The Conference agreed that education and research in "Industrial Engineering and Management" at university level in most countries was not as far advanced as similar education and research in purely technical and economic subjects, and that there was still a considerable lack of understanding concerning the field of industrial engineering and management with regard to both its character and importance. This lack of understanding exists in university and industry alike.

Among other recommendations, the Conference agreed that it was the responsibility of universities and like institutions to organise education in industrial engineering and management and that this should be done in close contact with industry. Leaders of industry should be encouraged to endow chairs and departments in this field in all appropriate university level institutions throughout Europe.

CO-PARTNERSHIP

"No Sacred Cow—But Helpful"

Managements were warned at the recent Summer Conference of the Industrial Co-partnership Association against the delusion that a profit-sharing scheme would solve all their human relations problems. Such a scheme could do a lot of good provided it was introduced when working conditions were already good. Otherwise it might do much harm. A record number of delegates attended, some of them to find out what type of co-partnership scheme might suit their own firms.

By THE EDITOR

PLAIN living and high thinking—soft drinks and hard facts—characterised the 25th Summer Conference of the Industrial Co-partnership Association held at Lady Margaret Hall, Oxford, from July 1 to 4. A record number of delegates—180 in all—attended the event whose theme was "The Workers' Share In Capital".

Many of those at the Conference for the first time openly avowed that they were there "to listen and learn" in the hope of assessing what type of co-partnership or profit-sharing scheme might be successfully applied in their own businesses. There can be no doubt that, since the Government approved the idea in principle, employee participation in industrial prosperity has caught the imagination of many managements.

Delegates at any rate had no reason to be disappointed with the fare provided. It was ample and varied, ranging from examples of successful profit-sharing ventures in firms small and large, through analyses of the financial intricacies of employee share issues to discussions on the social, economic and ethical issues involved. On this last point, the opening speaker, W. Brian Reddaway, Cambridge don and economist, thought that the main impact would be local and immediate rather than on a national level:

"The gain to the nation from co-partnership", he said, "will be found much more in its obvious effects—on industrial peace, productivity, good relations, etc."

Practically every speaker stressed, however, that profit-sharing was no panacea, that it was no short-cut to industrial harmony and good will. It was as if they feared that a wave of unjustifiable optimism might be followed by a counter-surge of disenchantment. So they took special pains to warn against the premature introduction of profit-sharing schemes. Chief of these champions of caution was Mr. Edgar P. Harries, secretary of the T.U.C. Organisation Department, who asserted:

"Co-partnership is in great danger. It is going to become a kind of sacred cow and will be taken up by politicians of all parties. . . .

"But", he went on, "it will not decrease industrial unrest and increase productivity; because there are much better ways. . . . Besides, a worker always suspects gifts handed down from on high."

Yet Mr. Harries was obviously no complete sceptic for he continued: "The great thing co-partnership can do is to improve the good: it cannot improve the bad." The worker wanted more out of industry in which he spent a third of his life than "a share in capital". He wanted, what Mr. Harries termed, "a sense of fulfilment". To any management that was thinking of bringing in a profit-sharing scheme, he advised that three conditions must first obtain. These were (1) that the firm was ripe for such a scheme—i.e., that management/labour relations were already good, (2) that the workers were fully informed on how the scheme would operate, and (3) that the firm concerned had five years' good trading in front of it.

Of the papers describing the practical details of schemes already in operation, that delivered by Colonel William Nash, managing director of *Cray Valley Paper Mills* in Kent, undoubtedly caused the greatest impact. Colonel Nash dealt with the profit-sharing set-up in his own firm which employed only 330 people and in the course of his speech he gave some astounding figures of cash benefits to his workers.

Profit-sharing here hinged on two schemes, one a yearly pay-out and the other monthly. The basis of participation in the first was that employees received 1 per cent on their wage or salary earnings for the past year for every 1 per cent paid in dividends over and above 4 per cent. Thus, if a dividend of 10 per cent were paid, employees would receive 6 per cent on their earnings. The second scheme provided that, in any one month in which the profits exceeded a certain datum figure, 25 per cent of the excess was paid out to all employed during that month, their shares varying with the responsibility of their jobs. In addition, there was considerable employee investment in the company. Those with £200 or more invested could buy participating preference shares which enjoyed equality with ordinary shares as regards bonus issues.

As an example of the rates of bonuses paid from the two schemes, Colonel Nash said that in 1954 a foreman received £630 and a general labourer, on minimum rates, £220. This was a markedly higher distribution than average and employees were constantly warned that any trade set-back or decline in efficiency would lead to a much lower distribution.

In the concluding paper of the Conference, the Aneurin Williams Memorial Address on "Co-partnership Today", Mr. William Wallace, C.B.E., chairman of the Association and of *Rowntree & Co. Ltd.*, pointed out that though the subject was unexpectedly relevant as a result of the recent political interest, the essence of his views was exactly the same as those he first expressed 34 years ago.

"Co-partnership", he defined as "the recognition of the worker as a partner by virtue of his contribution of services. It is essentially the recognition that the mere wage-relationship, the mere purchase of services like a commodity, is not enough. The Investor contributes capital. The Enterpriser initiates and directs the undertaking. The rest contribute their services. They cannot be, legally,

actual 'partners'; if only because in that case each would be responsible for all control and all the liabilities of the business. So we invent the word 'co-partner' to indicate the relationship, without involving the legal implications."

Mr. Wallace drew a distinction between co-partnership and incentive payments. An incentive system depended for its success on (*a*) its being simple and easily understood (*b*) on the reward bearing a direct relation to the effort, and (*c*) on the reward following soon after the effort. By its very nature, profit-sharing could satisfy none of these conditions, but it in turn depended for its success on the co-operation of labour. Thus, management had to provide the conditions which would secure this. This meant fair wages, proper hours and good working conditions.

"For many years", he concluded, "the advocate of co-partnership has tended to be on the defensive; to be regarded as somewhat of a doctrinaire, a crank, or, still worse, an idealist. . . . I submit that now it is the man who will not consider the principle on its merits who is the doctrinaire."

FIVE STEPS TO CO-PARTNERSHIP

1. *Do not introduce a profit-sharing scheme unless relations are already good.*
2. *Make sure your employees are kept fully informed on how it works.*
3. *Consult your works committee about any proposed changes.*
4. *Give your employees the chance to invest in the company as well.*
5. *Do not expect any scheme to work miracles.*

To sum up. Over the last 30 years co-partnership has made great strides in British industry, but it is still in its infancy. There are a thousand and one ways in which it can be applied and the method chosen should depend on the structure and size and prosperity of the firm concerned. There is no royal prescription. Ideally, too, workers ought to share in the responsibilities of any scheme as well as in its benefits, but one has yet to hear of any really effective method of ensuring this. One final point: both political parties are trying to make capital out of the workers' share in capital. Industry, however, is emphatic that profit-sharing must never be used for political motives.

What Went Wrong With Joint Consultation?

Was It Lack Of Confidence Or Training?

MR. N. HENDERSON, of Nimrod, Warren Road, Liss Forest, Hants, takes me right back to the opening issue of my series:—

"Recently re-reading the editorial introduction to your series 'Management Through the Supervisor's Eyes', I realised that the main problem raised there has still to be fully explored in your columns.

"That article, written in March, 1953, expressed surprise that only 39 per cent of supervisors favoured joint consultation, whereas the percentage of top executives favouring it was as high as 81. To me the surprise is, not that the percentage of supervisors was so low, but that that of top executives was so high. Was this the result of 'enlightenment' or of bowing to the inevitable? If it were due to real enlightenment, would it not be reflected in the attitudes of the supervisors?

"If anything, the 39 per cent quoted for supervisors seems to be a high figure. What does joint consultation mean to the supervisor? All too often unfair criticism to which he is not encouraged to reply. While it is usual for workers' representatives to take part in the discussions, on the management side the talking is done by the top executives. Lesser executives sit politely quiet and attentive, unless asked to speak on some technical point, and supervision are there to make up the number. It is not unknown for them to be made the scapegoat for management on these occasions. No wonder few of them support joint consultation!

"Obviously joint consultation cannot achieve the best results if this important section of the working community is not contributing. Basically the remedy lies with the top executives themselves. They must put it beyond doubt that they believe in joint consultation and desire to make it work, with all participating, and that they are not merely acquiescing in the inevitable. This is the major task. At the same time it is important to develop every opportunity of establishing the supervisor in his rightful place, and this can frequently be done by referring problems from the joint consultative committee to a smaller group of which the supervisor is the leader and the personnel manager an adviser. In my own experience this method has produced some very encouraging results."

Thank you, Mr. Henderson, for drawing our attention once more to this vital weakness so commonly shared by many joint consultation programmes. It *is* surprising that supervisors who find themselves bypassed by such a system are not *more* vocal in expressing their dissatisfaction. Is it possible that although such supervisors do not like being left out, they see that joint consultative committees are not achieving many important results anyway, and so do not see them as a serious threat to their authority?

Mr. F. J. Kenny, of *Accles & Pollock Ltd.*, Birmingham, supports the view that one remedy for such ineffectual committees is to train the worker representatives. He writes:—

"It is true that training of workers for this work is very rare. It is also true that we often get a very unsuitable type of person to represent the workers. The only way to deal with this is to see that the workers get the training. If it is not available at the local technical school the firm should provide it. . . . There is no doubt that to have men in the factory who have taken such a course would be of great value to the management, as so much of the trouble we have is caused by the worker and the representative being ignorant of the true facts and proper procedure. If this suggestion were

What Is Your Diagnosis?

This month Discussion Leader analyses two letters on the reasons for the failure of joint consultation. One suggests that the middle ranks are afraid of becoming management scapegoats at such meetings; the other says that not enough workers have had the right training in this work. Whatever the reason, joint consultation has not lived up to the high hopes that it once inspired. We therefore invite other readers to send in their views on what went wrong. As usual, a guinea will be paid for each letter published.

carried the time would come when a worker would never be nominated as a representative nor would he seek to be nominated unless he had had suitable training."

Mr. Henderson, on the other hand, is emphasising the need to make proper use of the supervisors who sit as members of a joint consultative committee.

INTELLIGENT USE

Supervisor's Rightful Place

A JOINT consultative system, *properly used*, can enhance a supervisor's position, and increase the respect which the people he leads have for him. I know of one committee, for example, which was about to discuss a technical problem. The personnel manager interposed swiftly: "Mr. Chairman, I propose that a sub-committee with Mr. 'X' (the supervisor most concerned with this particular problem) in the chair should investigate the problem, suggest some solutions, and report their findings back to us." The meeting agreed this was a good idea and the supervisor in question worked with an added zest to solve the problem, both with his committee and on his own. He had been officially accorded his rightful place.

How different was the experience of another superintendent of a division. He chaired, as part of his duties, the meetings of his local representative committee. At one meeting the chief workers' representative asked for an additional first-aid box, pointing out that the requirements of the law were not at that moment being carried out. The superintendent had no authority to say on the spot: "Yes, I will see you get the box"—he could only say: "That sounds a good point and I will forward your request through the appropriate channels." This he accordingly did, but for various reasons tied up with the procedure of the organisation, the first-aid box was still not installed six months later.

At each meeting of the committee the subject was raised and the superintendent felt more and more uncomfortable. By the seventh meeting, he reports, the atmosphere of his committee, which had been one of mutual confidence and goodwill, was changing. The workers' representatives were critical and hostile.

The reason is not far to seek. The workers' representative felt that he was being made to look a fool to members of his constituency, and the other members of the committee were arguing that the superintendent must be very small beer indeed if he could not settle so simple a question. The superintendent's final comment on the whole unfortunate incident was that if he had realised what was going to happen, he would have gone out in the first place and bought a first-aid box out of his own money from the nearest chemist.

As we saw earlier, a leader cannot hope to be successful without authority.

DELEGATING AUTHORITY

What Would You Have Done?

A SIMILAR position arises for the supervisor when the top executive fails to delegate enough of his own work to his subordinates. Recently a senior official drafted a memorandum, which one of his subordinates could have done equally well. The subordinate did not like the draft, but his senior was so obviously satisfied with it, he judged that it would be useless to make any but minor suggestions for its alteration. Subsequently, however, the head of the company sent the memorandum back with an expression of disapproval. This put the senior official in an awkward position which he could have avoided if he had delegated the work in the first place. What would you have done in the subordinate's position?

How would you have acted if you had been in the senior official's shoes when he received his memorandum back?

This incident is repeated with variations hundreds of times in industry. Have you experienced a similar problem? How did you tackle it?

To close on a lighter note—do you, like a retired American Admiral, take your work management systems home with you? This Admiral, according to his wife, insisted that his home should be run like a ship. His den was called "Officers' Quarters", and she was not allowed to enter when red, white and blue pennants were flying. He also insisted on a "clean sweep down fore and aft". This report started me speculating. Under such a system, I suppose the question "What would you like for dinner" might become "Consumer research", and getting the children off to bed might be "Progress chasing".

DISCUSSION LEADER

The Finest Machine Averages 160 lb.

"TAKE time out to see what is on show, and look particularly for one of the most spectacular exhibits at the Conference."

The Conference was on "The Automatic Factory" organised by the Institution of Production Engineers at Margate in June, and the speaker Sir Walter Puckey, then president of the Institution. He went on:

"It comes in a variety of sizes and specifications, weighing in its medium size about 160 lb. It has a built-in computer complete with a fine memory unit and feed-back controls. I would particularly ask you to examine its servo control system and the ease with which it can be adapted to a wide range of jobs. Unfortunately, it does require some skill to get full output from it but once set and reasonably maintained it performs a fine job. It has, too, the

Sir Walter Puckey: "It has three letters starting with 'M'."

advantage that it can be reproduced by comparatively unskilled labour. Its name? A three-letter word beginning with 'M'!"

It would be difficult, indeed, to have expressed more aptly the Institution's real concern that the impact of automation should never be at the expense of the men and women in the factory.

On the same theme, Mr. Edwin Fletcher, of the T.U.C. Production Department, stressed that British trade unions had not opposed automation developments. Indeed, there was evidence of welcome from trade unions and there were few industries that had not had some experience, direct or indirect, of the way it had helped to increase productivity.

On the other hand there would be considerable friction unless "trade unions are given full and early information of impending changes and unless both management and trade unions give serious consideration to the problems of those affected. . . . There should be sufficient lubrication for injection to those inevitable points of friction which develop into breakdowns without early treatment."

Edinburgh Festival

—*Workers' Version*

AN interesting feature of factory welfare work comes from Edinburgh where *W. and M. Duncan Limited*, the chocolate manufacturers, have been operating a personal choice gramophone record system for some time past. The object is to interest workers and give a sense of personal connection with the "Music While You Work" programme by introducing request records for specific occasions.

The demand varies from time to time, but each day sees requests for personal records to mark engagements, weddings, anniversaries, and, during the football season, the success of pool winners. Records are also played for girls who are leaving the factory and in most days an average of ten requests is the rule. The recordings are controlled from the reception desk and requests are normally made by friends of the girls for whom the records are played.

—*dancing too*

A NOVEL lunchtime recreational experiment has been launched at the Palais de Danse, Fountainbridge, Edinburgh, to give lunchtime dancing to factory workers employed in the plants in the area. The teenagers obtain admission by purchasing a copy of "Dance News", a threepenny weekly. Two bands which provide regular evening sessions are on duty over this lunchtime period to provide hot music for the dancers.

Experience to date is that the idea has worked and provides a stimulating midday attraction for younger employees, who enter fully into the spirit of the thing, dancing in working overalls and dancing for the sheer pleasure, as distinct from the more social approach to evening sessions.

Prospects For Regulars

A BOOKLET, called "The Services and Your Career", has been published by the Ministry of Labour and National Service. It gives an account of the work of the Advisory Council on the Relationship between Employment in the Services and Civilian Life, and is addressed to young men and women who are thinking of joining the regular Navy, Army or Air Force and also to those who are already regulars and are considering whether to extend their service.

Information is given about training in the Services, the prospects of the skilled regular with a trade which is practised in civilian life, the readiness of employers and trade unions to help ex-regulars to make a good start in civilian life and about some special opportunities in the public services. Copies of the booklet may be obtained, free, from any local office of the Ministry of Labour and National Service.

People At Work

HOW NOT TO SAY "GOODBYE"

AFTER 49 years in the railway service Mr. C. H. Hughes, of Liverpool, received this letter from the agent:—

Dear Sir,—You attain the age of 65 years on July 15, 1955, and in consequence you will be required to retire from the railway service at close of work on Thursday, July 14, 1955.

In a letter to the *Railway Review* the chairman of Mr. Hughes' branch of the N.U.R. asked: "Is this the kind of treatment that old servants are to receive in a nationalised industry after service for 49 years? Even under the bad old system, every man was treated with respect and consideration, particularly when reaching the retirement age.

"Is it to be expected by the B.T.C. when younger members of the staff see this kind of thing, that they will be prepared to co-operate and give of their best to produce more as requested to do by their union (the N.U.R.)? The answer is 'No! we are disgusted'."

An editorial comment says: "It is perfectly obvious and justified that a man who has spent a lifetime in the railway service should be hurt and disappointed to receive at the end of it a curt, cold note of dismissal.

"We have often called attention to this astonishingly inhuman treatment of the staff. We say 'astonishingly' because it is the easiest thing in the world to treat people decently."

Average Wage—£807

THE 1954 Annual Review published for its employees by the *Esso Petroleum Co. Ltd.*, states that the wages

(*continued overleaf*)

City Workers Go Down To The Farm

EVERY summer the agricultural machinery firm of *Massey-Harris-Ferguson* invites its headquarters staff in Coventry to try driving tractors and combines for themselves. The idea is to give the clerical staff, the typists, the postal sorters, in fact anyone on the staff who wants to have a go, the chance to try their own products out for a day.

So, for about half-a-dozen Saturdays in the summer, the Massey-Harris-Ferguson School of Farm Mechanisation at Stoneleigh Abbey in Warwickshire throws open its gates and declares itself "at home" to the Coventry staff.

The School's instructors act as hosts for the day, providing beer, tea, lemonade and sandwiches galore for the rest periods and plenty of patient instruction for the working sessions in the morning and afternoon. The actual instruction is very short. Then the tractors are shared out among the students for a day, who go out into the fields.

No attempt is made at serious cultivation, but the potential ploughmen and ploughwomen are turned loose on the rough ground, which is not likely to be sown for some time. In this way no harm can be done, apart from the occasional tractor bogging down through over-enthusiasm and under-appreciation of the holding qualities of the Warwickshire soil !

Youth at the helm! But only for 'dummy runs'.

and salaries bill for 12,000 workers in that year amounted to £9,679,000. This is an average of £807 per employee.

At the end of last year, 1,592 employees had 30 or more years' service, while 1,324 of the company's former employees or their widows or other dependants were receiving annuities.

Of the 6,000 people who visited Fawley, Britain's largest refinery, 1,100 were Esso employees. In this way, says the Review, a real understanding is achieved throughout the company of the vital role the refinery plays in their operations.

Digging Together

ON the site of an old Roman camp at Templeborough, near Rotherham, *Steel, Peech & Tozer* are to build a large new steel rolling mill. It will cost about £3.6 million, and will produce thin steel strip up to 18 in. wide for Britain's engineering industries.

During the preliminary excavating work members of the local archaeological society will work side by side with contractors' men, sifting the excavated soil for relics of Roman times. Many objects of historical interest from this period were unearthed when another rolling mill was installed at the company's Templeborough works some years ago. When the mill is completed, it will be the most modern of its kind in the country. Initially, it will produce about 3,000 tons of steel strip each week, increasing gradually to 6,000 tons weekly.

Our Workforce

THE number in civil employment (industry, commerce and services of all kinds), at the end of May was 22,850,000, which was 45,000 more than at the end of April and 280,000 more than a year previously. There were seasonal increases in agriculture and miscellaneous services. Manufacturing industries overall showed no change, increases in engineering, vehicles and food, drink and tobacco being offset by decreases in textiles and clothing.

In the week ending May 28 about 1,580,000 workers were reported to be working overtime in manufacturing establishments rendering returns. This is 40,000 less than in February, but 80,000 more than a year ago. The number reported to be working short-time was 60,000 which was 20,000 more than in February and a year ago.

World Wages Up 25%

WITH few exceptions, the world's workers are enjoying a higher level of living today than in any previous time in the history of industrial society, the International Labour Organisation reports in a recent issue of its monthly periodical, *The International Labor Review*.

The article says real wages in 27 reporting countries were, on the average, about one-fourth higher in 1954 than before the war.

I.L.O. Busy

THE 38th general conference of the International Labour Organisation recently ended at Geneva set a number of new records in the field of international action for peace based on social justice.

The session brought together worker, employer and government delegates and observers from 74 nations and territories —a new record.

The total attendance exceeded 700 for the first time.

Two heads of governments—President Eisenhower of the United States and Prime Minister Nehru of India—sent messages and 22 ministers of cabinet rank addressed the conference.

During the conference, the total number of ratifications of ILO conventions rose above 1,500 for the first time. Six hundred of these ratifications have been recorded in the past eight years alone.

Almost 150 speakers took part in the longest ILO general debate ever held. They discussed ways in which Director-General David A. Morse can draw up a programme useful in improving labour-management relations and human relations in industry throughout the world. **(ILO News.)**

Not Snooping

THE National Labour Relations Board has ruled that an employer can instruct his supervisors to report unionization rumours to him.

A plant superintendent asked one of his foremen whether he had heard a rumour that a union was trying to get into the plant. He then instructed the foreman to report any such rumour that he heard. The foreman never carried out this direction, but an NLRB Trial Examiner found that the instructions given to the foreman violated employees' rights to engage in union activities without unlawful employer interference. In so ruling, he relied on a Board decision which found an employer guilty of unlawfully instructing his supervisors "to ascertain and report the identity of pro-union employees".

The Board reversed the Trial Examiner's findings, and ruled that the employer's instructions did not come within the scope of the conduct forbidden by the Thayer case. The instructions given to the supervisor in the present case were "manifestly different". They were at most concerned with rumours pertaining to the fact of organization. They contained "no overtones whatever looking to the identification of individual union adherents". **(Supervision.)**

A group of employees from the Metal Box Co., Ltd., Sutton-in-Ashfield, who recently visited the Sheffield factory of Batchelors Peas Ltd., being shown by one of their host's employees how the cans they make are used.

APPOINTMENTS

FORMER Director of Religious Broadcasting at the B.B.C., **DR. JAMES WELCH, M.A.,** has been appointed Director of Education for *Richard Thomas & Baldwins Limited*. After taking degrees at Cambridge and Durham Universities, Dr. Welch was ordained and appointed to the curacy of Gateshead, later becoming Principal of St. John's College, York, and subsequently Prebendary of St. Paul's, acting as chaplain to King George VI. On leaving the B.B.C. he served as Chief Education and Social Science Officer to the Overseas Food Corporation of Tanganyika and then as Professor and Vice-Principal at the University College, Ibadan, Nigeria.

SIR HAROLD WEST, managing director of *Newton Chambers & Company Limited*, has intimated his intention to retire from the company in the Spring of next year. Sir Harold who has worked for the company for 36 years is to be succeeded by **MR. P. J. C. BOVILL,** assistant managing director and general manager of the Chemicals Division, who has been appointed a member of the Board with a view to his eventually succeeding Sir Harold as managing director.

Sir Walter Monckton, Q.C., M.P., Minister of Labour and National Service, has appointed **MR. G. A. BRAND** to be his assistant private secretary in succession to **MR. A. F. HATFULL.**

MR. L. HAWKINS, formerly chief personnel officer of the *Hoffmann Manufacturing Co. Ltd.*, Chelmsford, has been appointed personnel manager of *Messrs. Simms Motor Units Ltd.*, Finchley, London, N.2. Mr. Hawkins, who had been with *Hoffmann's* since 1945, moved to his new post on July 4.

MR. H. A. LONGDEN has been appointed Director-General of Production at the National Coal Board with effect from July 1.

(*Continued on page 107*)

What To Look For In Canteen Furniture

By M. F. FINCHAM
Canteens Department, Industrial Welfare Society

Comfort and appearance, says the writer, are the two main things to look for when buying furniture for the canteen. And with the large variety now to choose from, almost any establishment can be made to look attractive and hence draw more customers. Here, then, is a practical guide on how to make the best of the space available.

IT is very rarely nowadays that one comes across a canteen with long narrow enamelled top tables and backless wooden forms. And on the few occasions when one does see them, forms and table legs are generally scrubbed to snow whiteness or are brightly painted. Tables and chairs are the main consideration under furniture in the normal staff and works restaurant. It is with these that this article is chiefly concerned.

The customer's requirements can briefly be stated as (1) comfort ; (2) good appearance.

What does the caterer or buyer look for ?

1. WEAR

Both tables and chairs must stand up to heavy usage. If enamelled or painted in any way, the surface should not be removable by anything but the most drastic treatment. Freedom from gadgets or other small attachments which an idle customer can unscrew, twist off or otherwise remove, and with any parts to be such as to allow for easy repair. Either tables or chairs may now be made entirely in one piece.

2. COMFORT

Tables of the right height and giving ample knee room. Chairs designed with a nicely fitting back rest, comfortable seat shaping, and of a height to suit normal customers. In some cases arms are liked too, though this is not at all common except in senior executive dining rooms.

3. EASE OF CLEANING

Suitable materials and surfaces are important; one does not choose chair covers which are easily soiled, particularly if customers are engaged on dirty work. Not only must cleaning of table surfaces be considered, but daily and weekly cleaning of chairs and table legs. The advantage of simple design is apparent.

4. SIZE OF TABLES AND CHAIRS

This must depend upon the shape and dimensions of the room and the numbers to be seated. A point is that table surface area should be sufficient to accommodate all a customer's requirements and this is worthy of particular note where the cafeteria system is used, patrons collecting the full meal on their trays at once.

5. DINING ROOM AREA

Where space is tight, different shaped tables, i.e. some round and some square of the 4-seater type, or a mixture of 4 and 6-seater tables, can be helpful.

6. NOISELESSNESS

All possible must be done to reduce clatter in the dining room. In most modern buildings measures are taken towards reducing sound in cafeteria and restaurants. Rubber caps on chair legs help too in protecting floors.

7. FLEXIBILITY

Particularly in cases where the dining room is used for other purposes it is an advantage to have furniture which will stack. Occasionally the folding type is seen but beware the type which is liable to collapse unexpectedly. Neat storage devices are seen.

8. CONVENIENCE

Particularly where ladies have to bring impedimenta into the dining room a bag shelf is appreciated, provided that it is designed so as not to constrict the knees or to make the table too high.

9. APPEARANCE

Both tables and chairs should be in pleasant colours to suit the rest of the decorative scheme.

There are many examples on the market which will fulfil most or all of the above requirements and there is no lack of choice for the intending purchaser. Straight legs, splayed legs, tubular framework, construction of wood, plastic, alloy, metal ; seating and back may be in the same material as frame or of plastic or synthetic fabric used as upholstery and simulating traditional materials. The easy clean advantages are obvious. The canvas back and seat is less frequently seen. Although attractive in appearance when new, these have proved a problem in keeping clean and brightly coloured.

One table at least has been introduced with swivel seats attached—an idea to facilitate floor sweeping and

Note how the use of modern square tables and chairs lends an air of spaciousness to this canteen at the Pendlebury works of **Messrs. Ermen & Roby, Ltd.** The canteen is designed to accommodate 200. (*Picture by courtesy of* ***H. C. Shepherd & Co. Ltd.***)

saving time in chair moving. However, the disadvantage is that the unit has to be fixed to the floors. The construction must, of course, be strong particularly where seats are attached.

The easy-clean plastic table surfaces are common everywhere. There is also glass topping, vitreous enamel topping but not so much of the lino surfacing popular during the war and, where used, it is frequently covered with a liquid plastic; indeed, some wooden tables have been successfully finished in this way. Edging of tables is a case in point as regards finish. There is an unfortunate habit amongst some customers of chipping or prising up applied surfaces. On the other hand any crevices formed by affixed edges are a lurking place for bacteria and thorough cleaning is difficult.

Not all canteens, of course, eschew the table cloth and gay gingham and seersucker frequently replace the traditional white except in "special" dining rooms, though the new synthetic fabrics are so cleverly got up that it is very difficult to tell whether one of these or linen is being used. Paper place mats are also creeping into use.

While most customers are happy to sit down at the normal table there is, certainly amongst the younger element, a liking for the milk bar set-up, and, indeed, those whose jobs are sedentary or who wish to be quick over their meals are quite happy to stand up to lunch.

We often see not only the high counter with stools and foot-rests, but small narrow tables with shelf below and sometimes specially shaped, set in a certain section of the dining area where people stand or sit on stools. The cut-out design allows for more to be accommodated in a defined area.

Mention can be made, too, of wall benching as a space saver. It also provides some variety in the seating and is an added attraction in a room. The old type of Chop House seating has its adherents still and dining rooms are sometimes partly, if not entirely, furnished in this way.

It is essential that the furniture is chosen so that there is ample room for circulation of customers, and attendants waiting, or with clearing trolleys. There must be ample room around the service area.

Age of customer and the type of work he is doing will affect style of furnishing chosen. Some people always like to sit in a party and there may be points for a few larger tables, although more than six-seaters do not find general approval. Where the smaller tables are used, groups can move them close together if they wish.

Separate Coffee Rooms

There is a growing tendency, especially of course where space is available and more especially in the office type of organisation, for a separate coffee room furnished with armchairs and low tables, where customers may lounge after their main meal so clearing the dining room more speedily for the next service.

Canteen decoration is more than a subject in itself but no article on furnishing can omit reference to attractive dining surroundings. Of course, tables and chairs both in type and in colouring must complement the main decorative scheme. So one sees the small canteen in country teashop style with its wheelback chairs, cretonne curtains and flowers on window sills.

It is worth while mentioning that contrast in colours can play a significant part in the total scheme. Tables and chairs can contrast with each other or with the main room colouring, often with great effect. Two or three different table surface colours are seen in one room. Chairs need not necessarily be matching. The same remarks on colour would apply to tablecloths.

Colour and decorative schemes will be chosen to contrast as far as possible with those in work rooms. While a certain amount of bold colour can "work" if done in a professional manner, garishness is anything but restful. It may be for this reason that in so many cases decorators fall back on the pastel "safe" shades as likely to suit the greatest number of patrons, but one is seeing more adventurous schemes which are so subtly planned that bright, matt, brilliant and pastel do not have an undue exciting effect.

What, if any, are the effects of furnishings on customer patronage? Certainly a customer is entitled to expect, second to good food, attractive and comfortable dining conditions. Suitable arrangements will facilitate and speed service, things which matter considerably to most people.

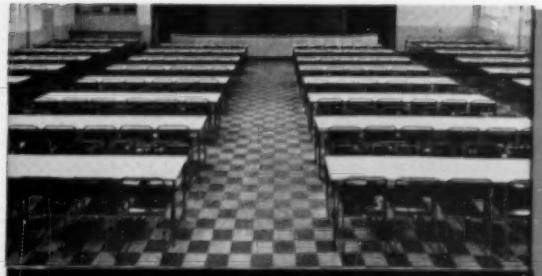
But apart from this, furnishings cannot be divorced from the rest of the decorative scheme and must be considered together with such things as colour, lighting and other artistic touches. Warmth in winter, coolness in summer and ventilation also contribute in no small degree to customer comfort.

A fair amount has been written of the good and ill effects of colour as regards surroundings and food on the diner. I have no doubt that one who is comfortably seated in a pleasant, not too noisy, dining room with adequate space for his meal is likely to be a more satisfied customer and so will enjoy a good meal better and get the most good from it.

APPROXIMATE DINING ROOM AREAS AND TABLE SIZES

TABLES		CHAIRS		SEATING CAPACITY AND AREA			
Each Seating	Size	Max. Width	Max. Depth	100	250	500	1,000
4 persons	3 ft. 6 in. by 3 ft. 6 in.	24 in.	24 in.	1,500 sq. ft.	3,750 sq. ft.	7,500 sq. ft.	15,000 sq. ft.
4 or 6 persons	3 ft. by 3 ft. or 4 ft. or 6 ft. by 2 ft. 6 in.	18 in.	22 in.	1,200 sq. ft.	3,000 sq. ft.	6,000 sq. ft.	12,000 sq. ft.
8 or 6 persons	7 ft. 6 in. by 2 ft. 3 in. or 5 ft. 3 in. by 2 ft. 3 in.	16 in.	21 in.	1,000 sq. ft.	2,500 sq. ft.	5,000 sq. ft.	10,000 sq. ft.

Notes: A.—The areas quoted allow adequate space for gangways, and clearance in front of the servery.



The Canteen of The British Thermostat Company, Ltd., at Sunbury-on-Thames, Middlesex

Seating capacity for 180 in the Canteen of Oldham & Sons, Ltd., at Denton, Lancs

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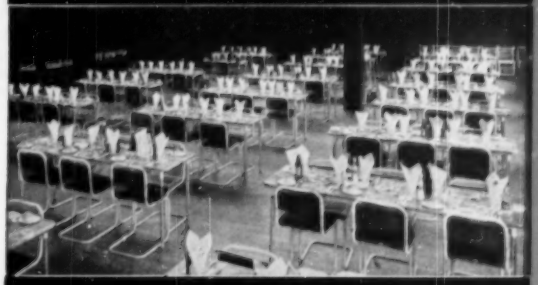

A corner of the Vickers-Armstrong Staff Canteen at Weybridge

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New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred ot in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction—of new products.

Welfare

REFRESHMENT ON THE JOB

COOL drinks bottling companies are now entering the industrial field with British designed and produced automatic self-service coolers. Many firms have already installed them on the shop floors and have thus eliminated the time wasted in long journeys to the canteen.

This automatic cooler is adapted to receive 6d. and give a 1d. change. It will hold 104 bottles ; but only 88 are auto-

matically sold, so that there will be 16 ready-cooled bottles available for immediate sale after the cooler has been serviced with a new supply.

There are several methods under which these coolers are loaned. Most popular are the "full service" and "dealer service" schemes. Under the former, the bottler keeps the coolers fully serviced and maintained on a daily basis. In the second scheme the outlets fill the coolers themselves from bulk supplies with the bottler maintaining the machines. **(PM/971.)**

GAS-FIRED INCINERATOR

OF particular personal benefit to women employees, this gas-fired incinerator will provide a safe and efficient means of disposal of sanitary wear. It is also simple to install and economic to run—the average cost would

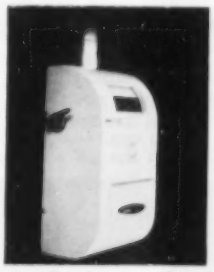
be just over one penny for an hour's continuous burning.

The simple action of opening the door lights the main burner from a pilot jet. An automatic timing device is fitted, which can cut off the gas after a burning period ranging from 3 to 120 minutes as required, the usual time, however, being only 10 minutes. There is a range of models varying in price and finished in either cream or white. **(PM/972.)**

INCINERATOR

THIS incinerator is clean and efficient in use. It is the only model, claim the makers, fitted with an extractor fan as part of its mechanism. This fan operates automatically when the side handle is raised and prevents the escape of fumes and smell, even when the hatch lid is opened.

Each time the top hatch is opened the automatic timing device starts afresh, so that articles may be inserted in rapid



succession. Combustion time is set at eight minutes, but an adjustment is provided to allow variation from five to ten minutes. Longer timings can be provided.

The patented air control for the combustion chamber controls burning and, it is claimed, ensures long life for the furnace element. The extractor fan also circulates cool air between the combustion chamber and the outer case, so that the outer case never gets hot.

(PM/973.)

Safety

EYE SAFETY

ACCORDING to the ingenious yet alarming device in this exhibit an eye injury occurs once in every minute of the working day.

This is a grim reminder of the dangers which exist in industry. It is, therefore, reassuring to see in the same exhibit the "impact test" in operation; a test designed under British Standards specifi-

cations to show the shatterproof qualities of the exhibitors' safety goggles with lenses made in *Celastoid* acetate sheet.

A steel ball, weighing approximately 44 grms., was dropped through a tube 50 in. in height directly on to the lenses, and although they were subjected to this test for a week, none showed any signs of cracking or splintering whatsoever.

(PM/974.)

MATTING FOR OPERATIVES

AT the works of *Sir James Farmer Norton and Co.* a horizontal boring machine was too low to allow the operative the advantage of a duckboard and so he had to stand on a concrete floor. The obvious disadvantage of this situation was satisfactorily overcome by using this industrial cube mat.

The matting is in a raised cube pattern to reduce the danger of slipping. Other advantages are its resilience, which will

reduce the fatigue of standing; its absorption of noise; and its protection of the worker from chills. It can be supplied in synthetic rubber, with its better resistance to the effects of oil, for factories where oil spillage is likely to occur. **(PM/975.)**

Handling

MIDGET PALLET

THIS new pedestrian controlled battery-electric pallet truck is the smallest of its type in the world. It is termed the PP230.

With the accent on compactness and weight, simplicity of manoeuvre is also combined in the PP230. Push buttons at the top of the driver's handle not only promote smooth speed control but conserve space; hydraulic push-

button and horn, etc., are in the handle, while the use of box-section construction provides strength with minimum weight. Moreover, a 6 in. lift allows stillages to be handled as well as pallets.

The power unit, consisting of drive motor and transmission, is mounted on widely spaced ball and roller precision bearings. A built-in charger is incorporated with an automatic cut-out and a circuit-breaker which will trip if the truck is overloaded or batteries discharged. **(PM/976.)**

Efficiency Aids

SLOTTED SHELVING

THIS slotted steel shelving, say the makers, cuts erection costs to a minimum, extends existing storage systems and can be adjusted in 30 seconds. It is manufactured in two weights—medium and heavy—the first to take

2 cwt. per shelf and the second, 4 cwt. per shelf. Each weight is in units 3 ft. wide by 6 ft. high, though in the heavy weight range depth of the bay ranges from 24 in., 30 in., to 36 in., while in the medium range from 12 in. through 15 in. and 18 in. to 24 in. **(PM/977.)**

QUICKER STAPLING

THIS new twin-impact gun tacker "fires" a $\frac{3}{8}$ in. or $\frac{1}{2}$ in. staple, and is specially suitable for working in vertical and other angled positions. It is ideal, say the makers, for window display and stand construction work, and for light building and interior decoration applications.

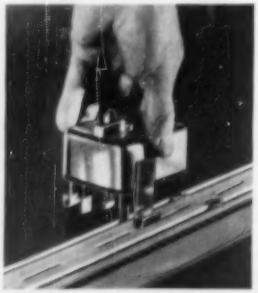
This model incorporates a finger-tip adjustment to give lighter or heavier

compression depending on whether light or heavy material is being worked upon or a long or short staple being used.

The new stapling hammer is designed to withstand the heaviest work. It is used with the normal hammering action and at each blow a staple is ejected from the magazine into the product being stapled. Any operations requiring the use of light tacks, say the makers, can be greatly speeded up by this tool. **(PM/978.)**

POWER DISTRIBUTION

A NEW system of flexible power distribution is incorporated in this duct for lighting and small power installations. It will permit a number of appliances to



be instantly connected or disconnected anywhere along the length of the overhead duct.

In detail, the duct consists of 8 ft. lengths of 18 s.w.g. mild steel ducting rolled into special "W" section to form parallel ducts containing continuous longitudinal slots. The centre portion of the section contains a further series of slots running along its length.

Within each duct section is fixed a busbar containing a continuous spring clip into which specially designed plug units engage. These plugs, which may be fitted with one or two fuses as required, can be inserted and locked into the centre slots anywhere along the length of the duct. It is suitable for any 250-volt, single phase, A.C. supply. The maximum loading recommended for the busbars is 30 amps, and for the plug-in units 13 amps. **(PM/979.)**

VERSATILE CONVEYOR

BENDS on both horizontal and vertical planes can be negotiated very simply by this conveyor. It can in fact carry materials round a full right-angle bend of 10 ft. radius to the centre of the bend. The machine can also be dismantled and re-erected easily. It is the only conveyor, claim the makers, which will move loose materials up or down hill in a very small space.

The conveyor itself can be made of steel, plastic or a moulded rubber compound and therefore can cope with corrosive and abrasive materials. In the main it consists of a chain formed from a series of links, each connected to one neighbouring link by a vertical pivot, with supporting wheels mounted on the

latter and guide wheels on the former. Attached to the chain is a series of trays which in section are approximately rectangular, but overlap the pivots in such a way that the overlapping portions are partly cylindrical.

The prototype machine has a speed of 50 ft. per minute and a carrying capacity of 350 tons per hour, but the manufacturers expect that in actual service it will reach a speed of 200 ft. per minute and can carry a peak load of as much as 450 tons per hour. **(PM/980.)**

EASY OILING

SPECIAL features of this new lubricator are the constructed lid of solid steel which can be clipped straight on to any standard size grease keg of 28 lb. or 40 lb. capacity with three specially patented adjustable clips. The pump unit incorporated in this lid is so constructed that one single stroke completely fills the extra long 10-ft. reinforced rubber hose, which carries a "booster" at its other end. Exerting a guaranteed pressure of 7,500 lb. per square inch, this pump will give the operator satisfactory greasings at various points of any machine or structure.

Thus, for example, this lubricator

can grease a whole combine harvester, without ever having to return to the pump for further strokes, and the extra long 10-ft. rubber hose pipe does enable even a crane driver to reach any grease nipple without having to carry the actual lubricator pump and grease keg around with him. **(PM 981.)**

DRUM HEATER

THIS "Isodrum" heater acts as a movable oven operating at black heat. It is in two-hinged sections which can be slid around the drum to

heat the whole drum surface. The contents are thus heated at a rate of 25–60 F. per hour allowing the material to be removed by dipping, pouring or pumping. The whole surface of the drum, say the makers, is heated uniformly so that overheating is avoided.

The heating unit is a panel comprising fully insulated heating elements interwoven with glass yarn. For high thermal efficiency the panel is backed by a thick layer of glass wool. A solid metal casing with ball castors is provided for easy moving across floors and sliding round the drum. **(PM 982.)**

Cleaning

SUCTION ON WHEELS

THIS heavy duty suction cleaner is one of a range made specially to remove a great variety of dry dirt and waste from floors in factories, offices,

hotels, etc. Features include a steel container in which the dirt collects directly and then wheeled away for emptying. A filter surrounds each power unit to prevent dust passing through the pump or motor. A handle is provided on the filter for shaking it clean and this is done while it is still inside the main dust container so that nothing escapes outside.

The power unit is built in an inner steel casing and can be taken out and used as a powerful hand blower when a rubber nozzle is added. All models are mounted on easy-running, rubber-tyred castors and can easily be pulled about by the flexible hose which is attached by a positive form of interlocking coupling. The model illustrated is for extra heavy duty in large premises and has three motors built into an extra large container to give an air displacement capable of moving the heaviest types of waste material. **(PM 983.)**

PORTABLE VACUUM

THIS new industrial cleaner, the "Bak-Vak", is a lightweight portable machine which is carried on the operator's back. The makers say that it enables cleaning operations to be carried out at levels and heights usually considered to be inaccessible.

Weighing only 16½ lb., the machine is supplied complete with all cleaning tools including alloy extension rods and a variety of brushes. Wide adjustable support straps allow the operator complete freedom of movement, whilst a

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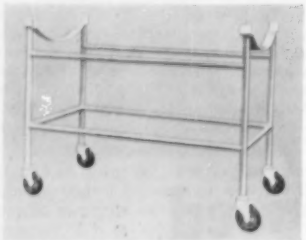
2-pole switch gives finger-tip control. This switch can be fixed to the shoulder strap or carried in the operator's pocket. The motor unit can be interchanged with the motors of any other models made by the firm. **(PM/984.)**

First-Aid

STRETCHER STAND

THIS new stretcher stand can be useful in factory first-aid work as well as in its normal hospital and nursing home application. It is soundly con-



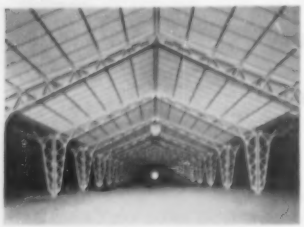
structed of tubular steel welded, runs on Flexello castors and has a high gloss finish in white enamel. Its overall dimensions are 48 in. × 24 in. × 31 in. high. **(PM/985.)**

Building

RAPID AND STRONG

THE basic design of this new building technique centres round prefabricated three-pin arches manufactured from cold roll formed sections with a very high strength/weight ratio due to a design which enables stiffeners to be inserted in the main frame sections at the most appropriate points determined by a load analysis of the structure.

Metsec buildings are manufactured



from high tensile low alloy steel said to have a corrosion resistance factor four to six times that of normal structural steel. Heavy grey iron castings are used where the steelwork is in contact with the foundation.

The arches are delivered to the site in four parts, comprising two rafters and two legs. As all components are fabricated on precision built jigs, site assembly and erection can be carried out by relatively unskilled labour without elaborate equipment.

Advantages claimed by the makers are: substantial saving in cost, simplified insulation, building time is cut, maintenance is reduced, foundation costs are low, and steel is saved. **(PM/986.)**

Heating & Lighting

HEATING PANEL

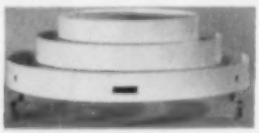
TO replace a well-known existing range this high-temperature heating panel has been redesigned with many

improvements. Of these mention should be made of the better heating insulation on the back tray, a new type easy-to-wire terminal box and one-piece fixing brackets.

Models are available for either suspension or horizontal wall mounting with loadings of either 600 w. or 1,250 w. **(PM/987.)**

CONCENTRIC LOUVRE

THIS new louvre is for use with "Argenta" type tungsten ballast lamps. It consists of three concentric steel rings joined by rods spaced at intervals of 120° and welded to the



inner face of the rings. It is finished in stove-enamelled ivory or white. Fixing is by means of three sprung metal clips riveted to the top louvre ring. The clips attach to the support ring of the reflector. **(PM/988.)**

Lists and Catalogues

Building Maintenance, Roofs, Rust Prevention and Weatherproofing and **Paint Cleaning The Easy Way.**

These are available post free from the Maxwell Advisory Service Bureau, Maxwell House, 6, St. Paul's Square, Liverpool, 3. They deal with the preservation and protection of all types of structures, roofs, felt, metal, etc., and the importance of efficient preparation before any maintenance or painting work takes place.

G.E.C. Moulded Plastics For Industry.

Outlines the potentialities of the plastics moulding in industry and describes the service the firm offers its customers. The 28 pages include numerous illustrations.

I.E.S. Code for Lighting In Buildings. Published by Illuminating Engineering Society, 32, Victoria Street, London, S.W.1. Price 5s.

The new Code has been written to meet the needs of architects as much as those of lighting engineers. It is also of importance to all who are in any way concerned with lighting whether it be as an engineer, architect, or factory or office manager.

Mazda Lamp Catalogue. *Issued by British Thomson-Houston Co., Ltd.* More than 1,500 of the more important lamps in the standard *Mazda* range are listed in this booklet and indexed under sections. There are several new additions, in particular in the range of fluorescent lamps.

Metsec Buildings.

Catalogue produced by *Metal Sections Ltd.*, Oldbury, Birmingham, describing and illustrating the design and application of their cold roll formed sections as prefabricated building components. These are said to have an exceptionally high strength/weight ratio.

Stergene and Domestos In The Catering Industry.

Describes the correct way of using these products in various cleaning operations. Well tabulated and illustrated.

Mr. H. V. Black, director of *Intel (Caterers) Limited*, has published two new pamphlets on modern industrial catering. These are *The Canteen Main Meal* and *Four Ways Of Conducting Your Canteen*. These can be obtained free of charge from the firm whose address is 2, Parkshot, Richmond, Surrey.

Calling All Chefs

THIRTY silver challenge cups will be competed for by chefs of all nations at next January's Hotel and Catering Exhibition at Olympia. Professional cookery for all occasions will be represented in the 45 competitive classes. This will include classical cookery as understood in de luxe hotels and restaurants throughout the world; British cookery as served to perfection in the best of our inns and chop houses; dishes cooked in hospitals for patients and nursing staffs; meals prepared by catering trainees and apprentices, secondary school pupils and cooks in the Navy, the Army and the R.A.F. Together with these will be seen elaborate cold buffets, tables laid for luncheon, dainty theatre suppers, and completely vegetarian meals.

CANTEEN ADVICE BUREAU

Ours is only a small canteen but we think there is too much waste of fuel in the preparation stage. We are also not satisfied with the method of rubbish disposal as there seems to be too many flies and insects about the dustbins. Can you please advise us on these points? (R. O., Dublin).

UNCLEAN equipment causes heavy fuel losses in the canteen. Grease on cooking equipment, for instance, acts as an insulator ; hence more fuel has to be used. Similarly with burned-on deposits on gas burner components and scale on water-boiling equipment. Cleanliness, then, not only conduces to health but to economy. Other ways of keeping losses in check, including unnecessary waste of food, are by keeping a card index of recipes, by checking all meters once a week and by scientific methods of pest control.

As regards the second part of your query, swill and refuse bins should be kept in good condition with the lids *always* firmly in place when not in use. A good idea is to have one or two spare bins so that they can be used in rotation thus enabling those not in use to be cleaned. Bins should also be kept on brick or metal supports making it more easy to give them a daily hosing down. A spray solution with insecticide (at the maker's recommended strength) ought to keep down flies and other insects that tend to find their way from refuse points to the kitchen.

Global Pensions

NATIONAL insurance retirement pensions and widows' pensions will, in future, be payable anywhere in the world. This is the effect of Regulations made by the Minister of Pensions and National Insurance, Mr. Osbert Peake, which came into force on July 11. Until now, these benefits have only been payable in the Commonwealth and in countries with which reciprocal agreements have been made.

Where exchange control restrictions prevent payment from being made direct to the pensioner, arrangements will be made for the pension to be paid into a bank or to a nominee in this country.

Wasting Talents

YEARS ago, before the days of State retirement pensions, the insurance companies found (to their cost) how closely connected were human longevity and economic security: no one clung so tenaciously to life as the old folks who regularly drew their annuities. According to an actuary, this is less the case now, at least where executives and other responsible persons in industry are concerned. People in that category who, getting on in years, are pensioned off under a fixed age limit that quite often is lower than the State insurance limits (65 for a man; 60 for a woman) tend to die, not from worry, but, as one might say, from the very lack of it.

A hard and fast retiring age rule loses many firms much ripe experience, judgment and energy that might be good for another 15 or 20 years, and is often far from being the best way to root out "the back number." Everyone knows people whose brains seem to be effectually fossilised at 30 and octogenarians who remain as alert and eager for new ideas as when they began. It depends on the man. Youth is essential in industry as elsewhere; but it is a mistake to "put out to grass" the no-longer-young whose powers actually have not waned. **(The Chamber of Commerce Journal.)**

Clerical Course

A NEW scheme for the training of clerical and accountancy staff has been started at the *Bristol Aeroplane Company*. The scheme is much more organised than anything that has gone before and will be centred in the premises of the apprentices' school.

About 25 students will be enrolled at first, but the scheme will grow larger as it develops. The students will be girls, and the bulk of them will be between the ages of 15 and 16, though a girl of any age up to 21 will be acceptable. These will be enrolled from secondary modern, grammar and public schools and commercial colleges.

There will be a period of induction after which a type of work will be chosen for each student. Preliminary training will be given, and then the students will move through the various departments of the B.A.C. in the same way as apprentices. All will study shorthand/typing if they haven't already done so at commercial college or elsewhere.

Good salaries will be paid from beginning of training, according to age and qualifications. There will be increases according to individual progress.

Prosperity Sharing

PROFIT sharing schemes have recently been introduced by two well known companies, *Courtauld's Limited* and the *Reed Paper Group*.

Courtauld's have arranged this year to include the transfer to trustees of a sum equal to 6 per cent of the gross dividends on the ordinary stock for the financial year ended March 31, for which £288,000 has been provided in the company's accounts. This sum will be applied (after deducting income tax appropriate to each employee) to the subscription for newly created ordinary shares, ranking in all respects with the existing ordinary stock. for distribution among employees in respect of their remuneration from the company during the fiscal year to April 5, 1955. Employees taking part in this distribution broadly will be all those in the company's employment on July 27 who were over 21 and had at least three years' service on April 5.

The *Reed Paper Group's* scheme is based on the Group's annual trading results, and, expressed in terms of a percentage of basic wages and salaries, the bonus is paid to all employees who have completed one year's service at the end of the financial year in respect of which the bonus distribution is being made. For the financial year which ended March 31, 1955, a bonus of 8 per cent has been paid.

Later, last month, *Rolls-Royce Ltd.* also announced a co-partnership scheme under which 1,200,000 ten shilling shares will be offered to 18,000 employees who have more than five years' service with the company. To widen the scope of the scheme as far as possible, workers will be able to buy shares by instalments from their pay and they will receive dividends in the same way as ordinary shareholders. The shares may be held only while the holders are employees or pensioners of the company and they may be sold only at par and to other employees.

C.D. Ranks Increase

THE Home Office announce that since the opening of recruitment on 15th November, 1949, 338,366 men and women have joined the Civil Defence Corps in England and Wales; 20,314 have joined the Auxiliary Fire Service, 41,790 the National Hospital Service Reserve and 33,970 men and 1,405 women the Special Constabulary since that date.

Details of strength of the Civil Defence Corps at 30th June, 1955, are as follows: men 153,100, women 185,266, total 338,366.

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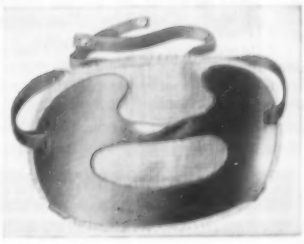

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

GENERAL

Safety Pamphlet No. 4. Published by Ministry of Labour and National Service. Fencing and Safety Precautions for Cotton Spinning and Weaving Machinery. Part 1. Opening, Blowing and Card Room Processes, including Waste Machinery. *H.M.S.O.* 7s. 6d. Carriage of Dangerous Goods and Explosives In Ships. Published by Ministry of Transport and Civil Aviation. Report of the Departmental Committee appointed by the Minister to consider the existing Rules. Amendment No. 12. *H.M.S.O.* 6d.

Teachers' Salaries. Published by Ministry of Education. Reports of the Committees on Scales of Salaries for teachers in primary and secondary schools, England and Wales, 1954; teachers in establishments for further education, England and Wales, 1954; teaching staff of farm institutes, etc., England and Wales, 1954; teaching staff of training colleges, England and Wales, 1954. Addendum No. 1. *H.M.S.O.* 4d.

Productivity Measurement Review No. 1. Published by O.E.E.C. *H.M.S.O.* 3s.

Choice of Careers, New Series No. 63. Published by Ministry of Labour and National Service. H.M. Forces. The Women's Services. *H.M.S.O.* 2s.

Time Rates of Wages and Hours of Labour. Published by Ministry of Labour and National Service. Ninth edition giving the minimum standard time rates of wages and normal hours of labour for the more important industries and occupations. Also sets out, where available, piece-work rates and additional rates for night work and, where they exist, arrangements for a guaranteed weekly wage. *H.M.S.O.* 7s. 6d.

H.M. Inspectors Of Mines Reports for 1954. Published by Ministry of Fuel and Power. Northern Division and South Western Division. *H.M.S.O.* (*Northern Division*) 2s. and (*South Western Division*) 1s. 6d.

Census Of Production Report, 1051, Vol. 6. Trade B. Published by Board of Trade. Cotton Weaving. *H.M.S.O.* 2s.

Regulations For Civilian Employees At Air Ministry Establishments. Published by Air Ministry. Amendment List No. 4 to Air Publication 826. *H.M.S.O.* 9d.

Catering Wages Commission, Eleventh Annual Report. Published by Ministry of Labour and National Service. Summarises Commission's activities for 1954. *H.M.S.O.* 2d.

Dust Prevention and Suppression. Instructional Pamphlet No. 1. Published by Ministry of Fuel And Power. Tells how water infusion can be used as a means of dust control. *H.M.S.O.* 1s.

STATUTORY INSTRUMENTS

Draft. The Teachers' Salaries (Scotland) (Amendment No. 2) Regulations, 1955. Made by Minister of Education under section 79 of the Education (Scotland) Act, 1946 (a). *H.M.S.O.* 3d. Prescribes the first two of seven increases to be paid to women teachers in pursuance of the general policy of equal pay for men and women teachers by the salary year beginning in 1961. The Regulations also prescribe two new scales for men holding the Teacher's Technical Certificate in physical education and some other subjects who enter service after the date upon which the Regulations come into operation.

No. 788. The Fur Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1955. Dated May 31, 1955, made by Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Amends the Fur Wages Council (Great Britain) Wages Regulation Order, 1952 (Order Z. (59)) and the 1953 Order (Z.63) by increasing the statutory minimum remuneration fixed by those Orders. It also abolishes the provisions relating to workers whose training has been interrupted by War Service. Operative from June 13, 1955.

No. 843. The Jute Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1955. Dated June 13, 1955, made by Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945 (a). (*H.M.S.O.* 4d.) Amends the Jute Wages Council (Great Britain) Wages Regulation (No. 2) Order, 1951 (Order J. (86), as amended by the Jute Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1954 (Order J. (92)), by increasing the statutory minimum remuneration fixed by those Orders. Order J. (92) is revoked. Operative from June 29, 1955.

No. 874. National Insurance and Industrial Injuries (Netherlands) Order, 1955. Made June 21, 1955. *H.M.S.O.* 6d. Gives effect in England, Scotland and Wales to the Convention made between the Governments of the United Kingdom and the Netherlands and modifies the National Insurance Acts, 1946 to 1955, and the National Insurance (Industrial Injuries) Acts, 1946 to 1954, in their application to persons affected by that Convention. Operative from June 21, 1955.

No. 887. The Toy Manufacturing Wages Council (Great Britain) Wages Regulation Order, 1955. Made June 23, 1955, by Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Revokes Order Y.51 and sets out the statutory minimum remuneration payable in substitution of that Order. Operative from July 11, 1955.

The Rope, Twine and Net Wages Council (Great Britain) Wages Regulation (Amendment) (No. 2) Order, 1955. Made by Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 2d. Amends the Rope, Twine and Net Wages Council (Great Britain) Wages Regulation Order, 1955 (Order R. (112)) as amended by Order R. (114), by increasing the general minimum piece rates.

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 718. Rates of Wages of Workers Employed in the Wood Box, Packing Case and Wooden Container Industry in England and Wales. Claim. For an increase in the national minimum rates. **Award.** That the national minimum rates of wages of adult male sawyers and machinists and box and packing case makers shall be increased by 3d. per hour and of adult male labourers by 2d. per hour, with proportionate increases in the national minimum rates of wages of female workers and of juvenile workers. (18/5/55.)

No. 719. Rates of Wages of Workers Employed in the Vehicle Building Industry. Claim: For an increase in wages of 4d. per hour for all adult workers. **Award:** That the rates of wages of adult workers shall be increased by 3d. per hour for skilled male workers, 2½d. per hour for semi-skilled male workers, 2d. per hour for unskilled male workers and 2d. per hour for female workers, and that proportionate increases shall be made in the rates for male and female juvenile workers. The increases provided under this award shall not in any way affect the basis for the calculation of the earnings of piece-workers or of workers employed on incentive bonus systems or on any other system of payment by results, that is to say, the increases arising from this award for piece-workers or workers employed on incentive bonus systems or on any other system of payment by results shall not exceed the increase applicable to timeworkers. (19/5/55.)

No. 720. Grading of a Stores Clerk Employed at a Hospital at Leeds. Claim: That the clerk in question should be placed in Grade "B" of the salary scales set out by the Administrative and Clerical Staffs Council of the Whitley Councils for the Health Services (Great Britain). **Award:** Claim established as from April 1, 1954. (20/5/55.)

No. 721. Grading of an Officer Employed at a Hospital in Kent. Claim: That a clerical worker in charge of the clerical section attached to the radio-therapy department of Pembury Hospital, Kent, should be graded "B" within the scheme of conditions of service set out in A.C. Circular No. 17 of the Administrative and Clerical Staffs Council of the Whitley Councils for the Health Services (Great Britain). **Award:** Claim not established. (23/5/55.)

No. 722. Observance of Recognised Terms and Conditions by a Firm of Brassfounders at Halifax. Claim: Whether the employers should observe certain specified terms and conditions applicable in the West Riding of Yorkshire with particular reference to the payment of annual holiday credits. **Award:** Claim established. (1/6/55.)

No. 723. Observance of Recognised Terms and Conditions of Employment by a Firm of Decorators at Sudbury, Suffolk. Claim: Whether the employer should observe the terms and conditions of a specified agreement in the building industry. **Award:** Claim established. (2/6/55.)

No. 724. Remuneration of Pilots Employed by Certain Aircraft Operators Engaged on Government Contract Work. Claim: Arising out of a claim for a specified salary scale. **Award:** That the minimum salary scale applicable to the workers herein concerned shall be as follows:

Commencing salary £800 per annum for a probationary period not exceeding six months; at the expiration of the probationary period a salary of £900 rising thereafter by increments of £60 annually on the anniversary of the day of appointment to £1,140 per annum.

Pilots engaged on flying jet aircraft shall receive an additional payment of £50 per annum above the minimum salary scale set out above.

Existing staff shall be assimilated into the salary scale herein provided on the basis of their length of service with their present employers.

These salary scales are minima and this award is without prejudice to the right of any worker whose present salary scale is higher than that herein provided to continue to receive such higher salary.

Award effective from June 1, 1955. (8/6/55.)

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No. 725. Rates of Wages of Workers Employed in the Bobbin Making Industry. Claim: For an increase in wages. **Award**: That the minimum rate of wages for higher skilled adult male workers shall be increased by 5s. 6d. per week with consequential increases for other workers. (10/6/55.)

No. 726. Observance of Specified Terms and Conditions of Employment by the Proprietors of a Cinema at Nairn. Claim: That the employer should observe the wage rates and conditions of employment as agreed between the Cinematograph Exhibitors Association of Great Britain and Ireland and the Union herein concerned. **Award**: Claim established, and to have effect as from April 14, 1955. (13/6/55.)

No. 727. Rates of Wages and Working Week of Tugboatmen Employed on the River Tyne. Claim: For an increase in wage rates and for a reduction in the basic working week. **Award**: That the present wage rates of the workers concerned shall be increased by 7½ per cent with corresponding increases in the rates of payment for overtime. The claim for the amendment of Rule 3 of the "Wages and Working Conditions" agreement has not been established. (17/6/55.)

INDUSTRIAL COURT AWARDS

No. 2569. Railway Electrical Technical and Supervisory Staff. Reference: To determine the claim of the Trade Unions that Railway Electrical Technical and Supervisory staff shift workers should be paid quarter time rate additional to the existing rates for time worked on weekdays between 10 p.m. and 6 a.m. **Award**: Claim not established. (6/6/55.)

No. 2570. Forestry. Interpretation of Industrial Court Award No. 2552. The Court rule that, in accordance with the terms and intention of that Award, a mobile mechanic whose individual contract with the Forestry Commission entitles him whilst so employed to a rate in excess of 170s. for a normal working week of 47 hours and who works hours in excess of 47, shall be paid his individual rate for his normal working week, plus overtime calculated on the rate of 170s. prescribed under Clause 1 (a) of that Award. (10/6/55.)

No. 2571. Admiralty—Telephone Operators—Payment for Sunday Attendance. Reference: That no justification exists for the reduction of Sunday payments to Admiralty telephone operators from the present rate of double time to time-and-a-half. **Award**: Claim established. (10/6/55.)

No. 2572. Admiralty—Recorders of Work—Salary Scales. Reference: That the present wage structure for the remuneration of Recorders of Work be replaced by a system of incremental scales and that these be assessed for present application at 198s. 6d. per week on appointment rising by annual increments to 243s. 6d. per week after 9 years' service. **Award**: Claim not established, but decision without prejudice to the question of whether or not the existing remuneration is adequate and, if not adequate, to what extent it should be improved. (24/6/55.)

August Management Diary

PEMBROKE COLLEGE
8-2 Sept. **Oxford.** Oxford University Business Summer School.

INSTITUTE OF PRODUCTION ENGINEERS
24-29 **Ashorne Hill.** Summer School. Education for Production Management.

ROFFEY PARK INSTITUTE
29-2 Sept. **Horsham, Sussex.** Residential Course in "Human Relations in Industry and Commerce."

URCHFONT MANOR
29-4 Sept. **Devizes, Wilts.** Residential Course for Students. "A Citizen of Industry."

APPOINTMENTS

(Continued from page 96)

MR. LEONARD GALE, personnel director of the Nobel Division, *I.C.I. Ltd.*, has retired after 36 years with the company. He is a past president of the Institute of Personnel Management and a member of Ayr County Council. He received retiral gifts at a gathering at which the various Nobel Division sections were represented. Mr. Gale is succeeded by **DR. A. RICHARDSON,** formerly works manager at Ardeer; new works manager at Ardeer is **MR. RALPH ASHCROFT.**

At an extraordinary general meeting of the Royal Society for the Prevention of Accidents on July 15, **SIR HOWARD ROBERTS,** who retires in January next from the position of Clerk to the London County Council, was unanimously elected president of the Society in succession to **SIR CHARLES BARTLETT,** who resigned from the office in April due to continued ill-health. The meeting enthusiastically agreed to a request by Sir Charles that he should continue as one of the vice-presidents, a position he formerly held.

Eight new vice-presidents were elected. The first four of them are members of the National Executive Committee with long records of service to the Society. They are **LORD WALERAN** and **MR. S. R. GEARY,** who have been the joint hon. treasurers of the Society ; **DR. J. EWART SMART,** Borough Education Officer for Acton, who has been chairman of the Society's National Education Committee for 19 years, and **MR. L. E. MATHER.**

The other four include two Members of Parliament, **MRS. JEAN MANN** and **MR. PHILIP NOEL-BAKER,** with **SIR JOHN ELLIOT,** chairman of the *London Transport Executive*, and **SIR EWART SMITH,** deputy chairman of *Imperial Chemical Industries Ltd.*

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Smart Work

B.P.C. Case Studies—Work Study. British Productivity Council, 21, Tothill Street, London, S.W.1. Price 2s. 6d.

IN an endeavour both to show in what a wide variety of industries work study has already been put to the proof, and to encourage even more firms to consider using it, the British Productivity Council has published a pamphlet giving details of fifteen British firms which have benefited through work study. They form a fairly wide cross-section of British industry, ranging in size from 3,000 strong to under 100 and having such diverse interests as cotton, newspapers, engineering, horticulture, furniture, footwear, toys and surgical dressings. In addition, to refute the contention that the technique is suited only to repetitive work, examples are given of its application in the "one-off" factory and also to office work.

The following are typical of the results quoted:

Fabrics (Ferguson Bros. Ltd., Carlisle): productivity in the card room increased by 26½ per cent., in the automatic weaving shed by 52 per cent, and in the non-automatic weaving shed by 56 per cent.

Footwear (G. N. Britton & Sons Ltd., Kingswood, Bristol): an increase in productivity of approximately 75 per cent in six years.

Furniture (S. Hille & Co. Ltd., Watford): an increase in productivity of 12 per cent in twelve months.

There is an introduction laying stress on the importance, before embarking on work study, of securing complete co-operation at all levels. "Managements will find it well worth while to bring home to all employees concerned the firm's objectives in applying work study and so to enlist their wholehearted support. Upon their success in doing so will often depend the success of the whole operation."

Nineteen Better Ways

Better Ways. Nineteen Paths to Higher Productivity. The British Productivity Council, 21, Tothill Street, London, S.W.1. Price 2s. 6d.

This short handbook sets out the main techniques of management in simple and straightforward language. The B.P.C. commends it confidently to members of middle and junior management, to trades union officials or representatives, to supervisors and to charge-hands.

The plan of the book is to describe each technique or method in a short chapter and then to illustrate it by one or more case studies, showing how it has been used in leading firms. Close attention is given throughout to the fact that such methods will produce little result if good relations have not been established first; and some articles are especially devoted to the human aspect. The text and case studies have been carefully selected from among a number of articles that have appeared over a period in *Target*; they are grouped here to form a coherent "primer of productivity".

The titles of the chapters are:

1. What Work Study Means. 2. Method Study. 3. Work Measurement. 4. Job Evaluation. 5. Wage Incentive Schemes. 6. Process Study. 7. Product Selection and Design. 8. The "Three S's" in Industry. 9. Layout and Handling. 10. Production Control. 11. Stock Control. 12. Budgetary Control. 13. Factory Costing. 14. Statistical Methods in Industry. 15. Quality Control. 16. Planned Maintenance. 17. Joint Consultation. 18. Information for Workers. 19. Staff Selection and Training.

Better Ways consists of 80 pages of text with 28 figures and 52 plates and is bound in stiff card. The price per copy is 2s. 6d. post free (excluding air mail).

Jobs For Veterans

New Jobs for Old Workers. By F. Le Gros Clark and Agnes C. Dunne. Published by *Nuffield Foundation.*

This report sets out to throw what light it can upon the jobs that are entered by older men. In sequence a series of such occupations is concisely studied—watchmen, office cleaners, caretakers, lift attendants, gardeners, hotel porters, lodging-house keepers, kitchen porters, boilermen, messengers and half a dozen more. Not only are the ascertained figures laid out and analysed for various years; the authors have been careful to get what information they could about the nature of the jobs and the kinds of men who sometimes move into them in the course of their later working lives.

The authors draw from their survey a few interesting conclusions. They point out that in all the jobs they mention the proportion of older men is unusually high. For example, 71 per cent of the watchmen are aged 55 and over, 61.1 per cent of the office cleaners, 43.7 per cent of the lift attendants, 37.4 per cent of the gardeners and 27.2 per cent of the boilermen. Out of the whole body of men, in fact, no less than 37.7 per cent are aged 55 and over, whereas the proportion of men of the same ages in the total employed male population of the country is only 17.7 per cent. It seems as though we are right in assuming that these are really the jobs into which older men frequently gravitate.

The authors suggest that in some forms of employment boys are now being gradually replaced by older men; and this may indicate one way of dealing with the problem. The jobs considered worthy of closest attention for the future are those of messengers, gardeners, office cleaners, lift attendants and men in personal service; but it is pointed out that some of them do not yet offer a very wide field of employment. "The striking fact", say the authors, "is that the transition to new jobs might save a large number of men from premature retirement in their middle sixties."

Live Layouts

Modernisation of Industrial Buildings, 8vo. 12 pp. *2s. 6d.*

In this publication, which is the latest in the I.W.S. Booklet series, Mr. C. S. White, F.R.I.B.A., has attempted to bring together a body of ideas and experience on ways and means of improving existing processes and buildings in industry.

The booklet deals with process planning from the point of view of increasing efficiency of the whole plant and makes the point that the business of modernisation of plant layout, the removal of out-dated equipment, the reconciling of conflicting space requirements and the provision of better accommodation for administration, laboratories, canteens and welfare, are all parts of the more general problem.

"Each building problem must, of course, be dealt with on its merits. One cannot generalise except perhaps to reflect that in the past too little attention has been given to the need for flexibility. A factory process, if it is a live and vital organism, must be able to breathe."

HOURS and EARNINGS

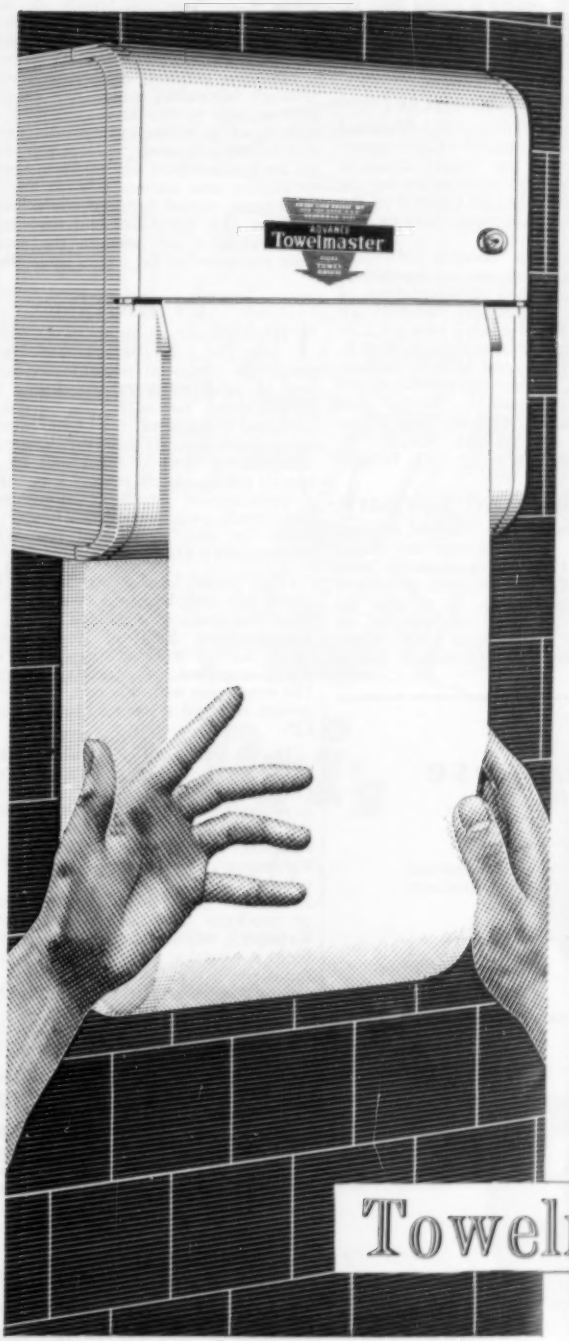
THE ninth edition of "Time, Rates of Wages and Hours of Labour," dated April 1, 1955, compiled by the Ministry of Labour and National Service, was published on June 30.

The main tables in this new edition show, for the more important industries and occupations, the minimum or standard time rates of wages, the dates from which these rates became operative, and the normal hours of labour.

Particulars are also given, where available, of the basic rates for piece-workers, the additional rates payable to shift and night workers, and, where they exist, of the arrangements for a guaranteed weekly wage.

Three appendices give details of rates of wages for young workers in a selection of industries, and of overtime rates of pay, and arrangements for paid holidays in the industries included in the main part of the volume.

In general the information relates to the position as at April 1, 1955, but subsequent changes in rates of wages that were known before the final proofs were sent to press have been incorporated. Particulars of changes in rates of wages and hours of labour are published monthly in the *Ministry of Labour Gazette*, and the data given in the new edition can be kept up to date by reference to this current source of information.



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Discipline Discussions

A HUNDRED Sheffield industrial supervisors recently attended a one-day conference entitled "Discipline Under Full Employment", organised by the Institute of Industrial Supervisors at the Wadsley Bridge factory of *Batchelors Peas Ltd.* The delegates were welcomed by Mr. J. C. W. Stead, production director of the company, who opened the conference.

Talks were given by a personnel officer who spoke about human relations and Mr. S. Wade, group secretary of the Leeds branch of the Transport and General Workers' Union, gave a talk entitled "A Trade Union's View of Discipline". Discussions were held after each talk and the conference concluded with a brains trust under the chairmanship of Mr. G. Horner, planning officer at *Batchelor's*, which answered questions on all aspects of discipline.

Travel Scholarship

BRITISH INSULATED CALLENDER'S CABLES LTD. have instituted a Travelling Scholarship as a tribute to Sir Alexander Roger, K.C.I.E., for many years chairman of the company and now its first honorary president. It will be known as the Sir Alexander Roger Travelling Scholarship.

With a value up to £1,000 in addition to normal emoluments, it will be awarded annually to an employee of BICC or of one of the various companies of the Group, and will enable a young man or woman of ability to travel overseas for study, training and general education for a period of not more than 12 months.

New Wages Council?

THE Minister of Labour and National Service has appointed a Commission of Inquiry under the Wages Councils Act, 1945, on a joint application for the establishment of a Wages Council in the Rubber Proofed Garment Making Industry.

The Commission consists of three independent members, two representatives of employers and two representatives of workers. The independent members are Professor H. S. Kirkaldy, M.A., LL.B. (Chairman); Mr. F. Popplewell, O.B.E. (Deputy Chairman), and Miss E. Hesling, O.B.E., LL.B. The representatives of employers are Captain C. Birchall and Mr. D. K. Rollitt, O.B.E. The representatives of workers are Mr. G. H. Lowthian, M.B.E., and Mr. L. T. Wright.

Showroom And Carpark

EIGHT houses in Upper Street, Islington, N.1, opposite the Royal Agricultural Hall, have recently been acquired by *Timeg Ltd.*, the protective clothing manufacturers, as a site for their new factory and showrooms, to which they moved on June 15th. When alterations have been completed nearly 12,000 sq. ft. of factory space will be available. New machinery is being installed, and, when completed, this will be one of the most efficient factories of its kind in the world.

The new premises will also house a research laboratory which will be given over entirely to the development of new techniques in protection against weather and industrial hazards. A large showroom on the ground floor will make it possible to display and demonstrate, in the best conditions, varied items of equipment.

Timeg Ltd. have also had the idea of constructing a car park at the rear of their premises for the use of their clients.

IN BRIEF

THE 1955 annual outing of *Oldham & Son Ltd.*, the Manchester battery firm, was a special occasion in that it was in celebration of the firm's 90th anniversary. To mark the event, in addition to each of the 1,200 workers being given an extra week's pay, the firm travelled en bloc to Blackpool by two special trains. Each worker was handed a presentation envelope containing a free lunch voucher, drink ticket, free ticket for the Tower and the Winter Garden and a £1 spending money.

Over 20,000 *Austin* employees, both works and staff, received £5 on July 8 to mark the company's Golden Jubilee. In addition over 2,000 of them with 25 years' service were given a gold wrist watch inscribed with their name. Also 120 employees with 40 years' or more of service received a special presentation of £25.

The Fourth Factory Equipment Exhibition will be held at Earls Court, London, from the 9th—14th April (both days inclusive), 1956. The whole of the ground floor at Earls Court has been reserved which will make the 1956 Exhibition by far the largest of the series.

Exhibits may include any materials or products used in the construction, furnishing, maintenance or operation of a factory, works, warehouse or other industrial establishment, or which contribute to the safety or welfare of employees.

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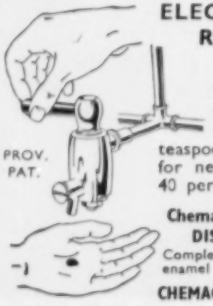

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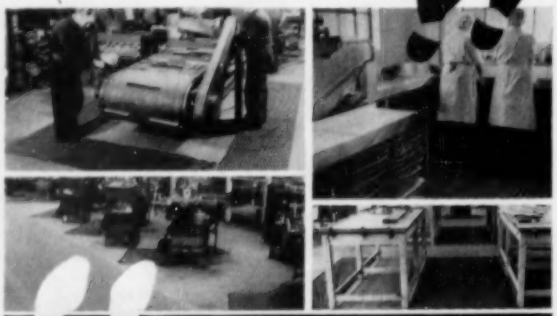

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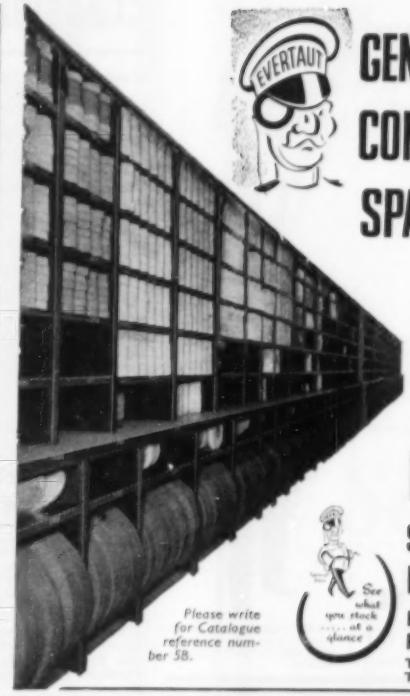

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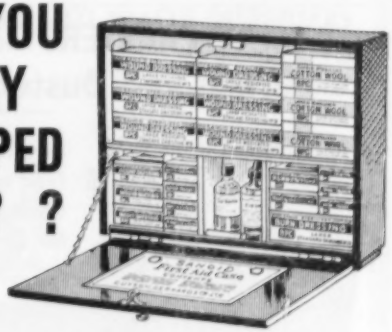

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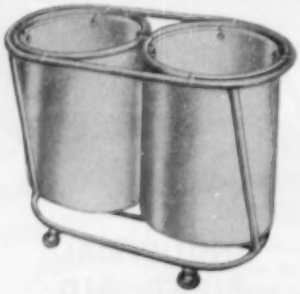

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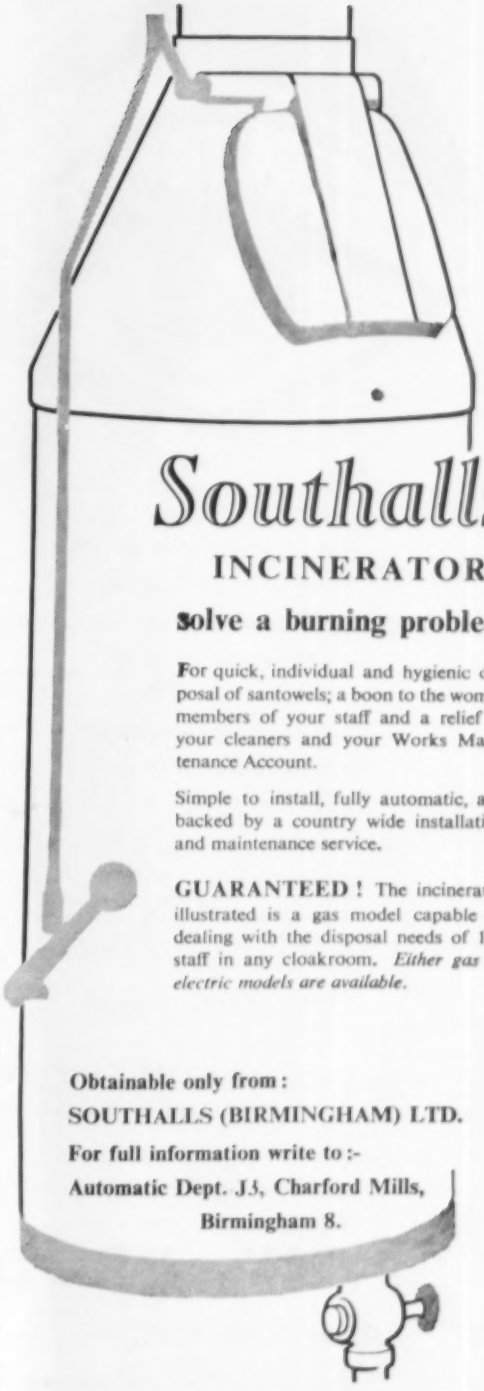

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